

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

1	<p>Assess the situation and determine if there are any danger or safety, health and Wellbeing issues.</p> <p>In the event of danger or serious safety, health and wellbeing issues on site:</p> <p style="text-align: center;">Phone 111</p> <p>Also call Security on 027 540 8076 who can assist with other required services (defibrillators) to meeting points.</p> <p>If the incident is Off-site phone the Associate Director Safety, Health and Wellbeing on 021 192 9941 plus the relevant Executive Director (ED) or Manager.</p> <p>Follow the instructions of the appropriate emergency personnel.</p>
2	<p>Verify the credibility of the information/event as best as possible. Then immediately notify the next most relevant individuals e.g. Security, Line Manager, etc.</p> <p>If practical and safe, prevent the situation getting worse.</p>
3	<p>Undertake a rapid impact assessment to provide others with a high-level overview of the situation, including:</p> <ul style="list-style-type: none"> a What has happened? b Are there any people injured? (plus, initial estimates on how many, how badly and where they are) c Is there further risk of this event escalating or for more people to be put in danger? d Is there significant damage, if so, where, and to what?
4	<p>On calling Security on 027 540 8076, they will notify the Associate Director Safety, Health and Wellbeing when there is an incident, the Associate Director will advise the Regional Executive Director (RED) (or delegate). The Executive Director (ED) (or delegate) then decides if the Incident Management Team should be activated.</p> <p><u>Remember</u>: it is better to be conservative and have people ready to respond should the event escalate, than to underestimate a situation.</p>
5	<p>Record all actions taken along with names and times.</p>

Activation Levels

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

Phone Security, 027 540 8076 on Campus during work hours.

After hours Phone Security 027 540 8076 or 111.

Southern Campuses - 027 181 00526 (Timaru), 027 208 2360 (Oamaru), 021 256 8263 (Ashburton)

Manawa 03 3640454 or 027 432 1909

If the incident is Off-site, also phone the Associate Director Safety, Health and Wellbeing on 021 192 9941 and the relevant Manager/ED.

Follow the instructions of the appropriate emergency personnel.

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1 Incident Management Principles

1.1 Adoption of Coordinated Incident Management System

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

Further information on CIMS can be found at the following link:

<https://www.civildefence.govt.nz/assets/Uploads/CIMS-3rd-edition-FINAL-Aug-2019.pdf>

1.2 Individual Responsibility

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

1.3 In the event of a serious incident at Ara, the Incident Management Policy states:

- a The first responders on the scene have delegated authority from the Executive Director (ED) to take any necessary steps to safeguard life and secure property. The first responders will control the situation until responsibility is assumed by Ara Security, Incident Management Team member or external agencies (Fire, Police, and Ambulance).
- b The Incident Controller in the Incident Management Team (IMT) has delegated authority from the ED to make immediate operational decisions necessary to preserve the safety, security, and business operations of Ara, its colleagues, students and others. This may include the secondment of facilities, equipment, other resources, and expertise to expedite the response from both within and outside Ara. The Incident Controller has authority to assign tasks and delegate responsibilities within both the Incident Management Team (IMT) and the wider Ara community.
- c The IMT will make an “activation level” decision and if necessary, establish an Ara Incident Operations Centre (Ara IOC). See section 3.1 for activation levels and notifications.
- d The Chief Executive has, for the duration of the response and recovery stages, approved the suspension of the core responsibilities and or duties of any colleagues or students who are part of the Incident Management or Business resumption teams.
- e Where it is considered necessary to “declare a localised emergency” at Ara, the Incident Management Team will, as soon as it is feasible to do so, make a formal declaration to the Ara community.

Such a declaration will include as relevant:

- i communication as to the nature of the incident
 - ii closure of part or all the campuses
 - iii evacuation of non-essential personnel
 - iv suspension of business activity
- f Only authorised persons are to speak to the media on behalf of Ara in a planned event or serious incident. These include the Chief Executive and the Public Information Management (PIM) Communications Manager (or designate). While the Incident Controller must not be distracted from their main duties, they are also permitted to speak publicly if it is deemed necessary by the Chief Executive or the (PIM) Communications Manager.

Assessing Damage and Impact

1.4 Determining the Status and Level of an Incident

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

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

1	<p>Assess the situation and determine if there are any danger or safety, health and wellbeing issues.</p> <p>In the event of danger or serious safety, health and wellbeing issues on site:</p> <p style="text-align: center;">Phone 111</p> <p>Also call Security on 027 540 8076 who can assist with other required services (Defibrillators) to meeting points.</p> <p>If the incident is Off-site phone the Associate Director Safety, Health and Wellbeing on 021 192 9941 plus the relevant ED or Manager.</p> <p>Follow the instructions of the appropriate emergency personnel.</p>
2	<p>Verify the credibility of the information/event as best as possible. Then immediately notify the next most relevant individuals e.g. Security, Line Manager, etc.</p> <p>If practical and safe, prevent the situation getting worse.</p>
3	<p>Undertake a rapid impact assessment to provide others with a high-level overview of the situation, including:</p> <ul style="list-style-type: none">a What has happened?b Are there any people injured? (plus, initial estimates on how many, how badly and where they are)c Is there further risk of this event escalating or for more people to be put in danger?d Is there significant damage, if so, where, and to what?
4	<p>On calling Security on 027 540 8076, they will notify the Associate Director Safety, Health and Wellbeing when there is an incident, the Associate Director will advise the Regional Executive Director (RED) (or delegate). The Executive Director (or delegate) on assessment determine if the Incident Management Team is activated.</p> <p><u>Remember:</u> it is better to be conservative and have people ready to respond should the event escalate, than to underestimate a situation.</p>
5	<p>Record all actions taken along with names and times.</p>

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

- i Harm to students
- ii Harm to colleagues

- iii Disruption to the delivery of learning
- iv Litigation
- v Loss of key staff member(s)
- vi Loss of facilities, or key systems
- vii Significant financial/economic loss

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

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

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

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

Ara uses iluminr (formerly known as CQCommand), a computerised Incident Management and Communications system. Iluminr has the capacity to assist the Incident Controller to determine the incidents severity.

1.6 Emergency Services

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

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

1.7 Incident Management Log

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

[iluminr | Resilience Capability Building](http://www.iluminr.io) (www.iluminr.io)

2 Activating an Incident Management Team (IMT)

2.1 Activation of the Incident Management Team

Except in the event of an immediate threat, the activation of the IMT will be at the discretion of the Chief Executive (*or designate) depending on the nature of the incident.

Note: * In accordance with the Incident Management Policy, the Incident Controller will be the ED Operations or if unavailable the ED PCW.

If none of the two designated senior colleagues are available, a Senior Management Team (TKM) member will assume the role of Incident Controller.

On receiving any alert during working hours through Security 027 540 8076, an Ara call centre operator will alert the emergency services to any incident requiring their attendance. In the case of Fire, most buildings contain fire safety systems which automatically alert Fire and Emergency, although this only supports our early emergency notification.

All but the most minor emergency incidents will be reported by colleagues to the Associate Director Safety, Health and Wellbeing and relevant Health Centre, Security and Facilities Management colleagues. The Associate Director Safety, Health and Wellbeing will advise the ED and appropriate senior management where necessary.

The Incident Management team will be activated using our CIMS communication system on the advice of the ED.

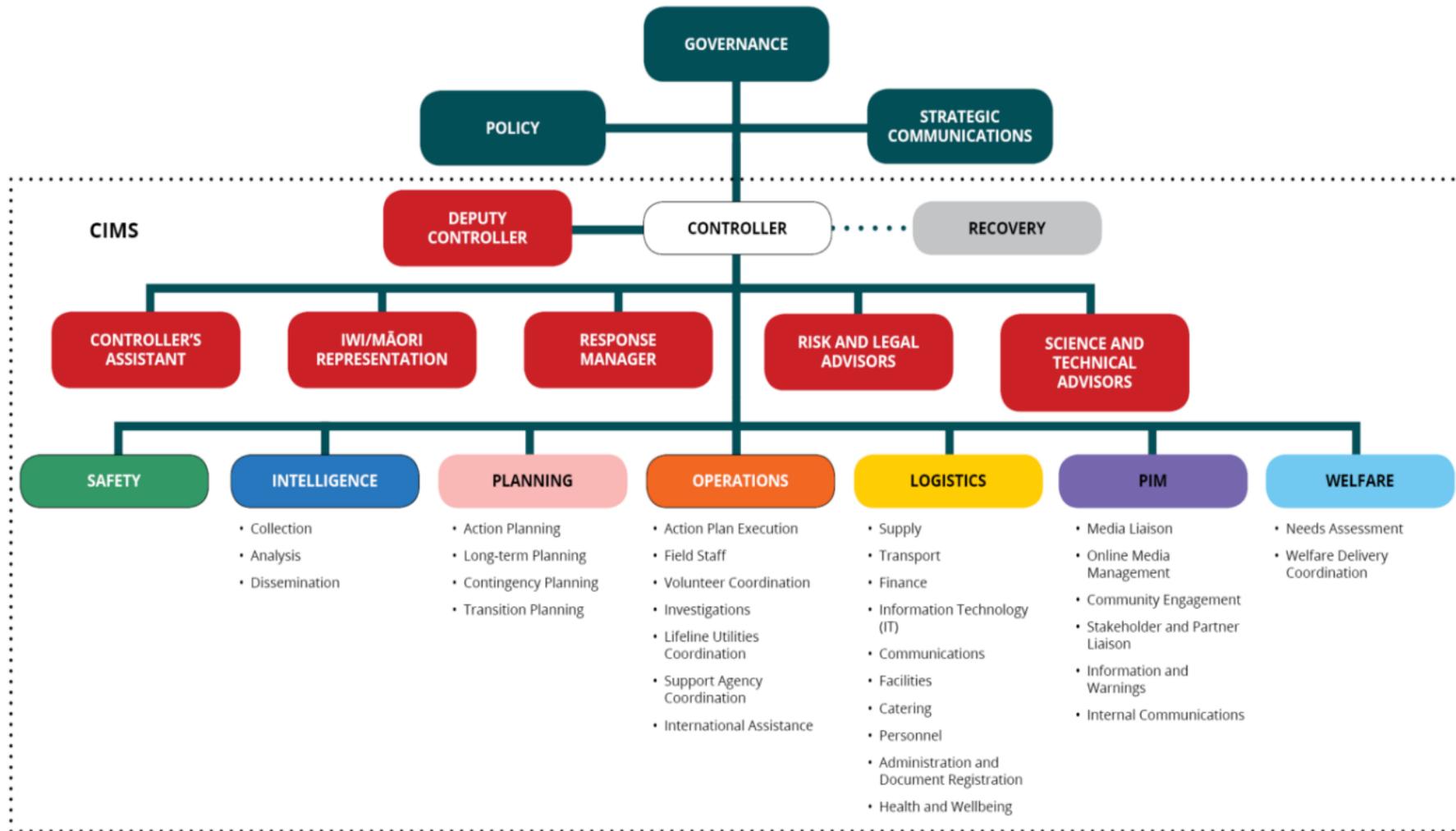
2.2 Roles and Functions of the Incident Management Team

Incident response involves a range of activities to be carried out. CIMS divides the responsibilities for these activities into CIMS functions, which are established as required, and then operate in a networked hierarchy.

The CIMS functions do not represent a default response structure — depending on the incident objectives some functions may not be required, and some functions may be combined or condensed or even amended to suit the requirements. They can be carried out by a single person or by teams of dedicated personnel. The functions that are required are then represented in the response structure.

While all the CIMS functions report to the Controller, they operate in a networked approach with each other. For instance, all the functions need to be involved in Planning, Intelligence needs input from all the functions, Logistics supports the resource requirements of all the functions, Operations tasks all the functions and receives implementation reports from them, etc.

Ara CIMS Team Structure



All roles in Red support the Leader and of these not all roles may be activated

Role	Primary CIMS Team	Backup to Primary CIMS Team Member	Reserve Team Members
Incident Controller	Darren Mitchell	Deb Young	
Controllers Support	Danel Van Vliet	Katie Pearce	Jahan Miller
Technical Experts	<i>Event Specific</i>	<i>Event Specific</i>	<i>Event Specific</i>
Risk and Safety Management	Freedom Preston	Josh Te Kaat	Robert de Roo
Intelligence Manager	Dean Patfield	Laurie Millar	Josh Undrill
Planning Manager	Tim Maxwell		
Operations Manager	Laurie Millar	Karen Te Puke	Laurie Millar
Logistics Manager	Grant MCP hail	Murray Johnson	Shelley Mouatt
PIM Manager	Haidee Scott	Lana Hart	Ana Olykn
Welfare Manager	Ngapua Allen-Naoupu	Ross Funnell	Charlotte Brown
Recovery	<i>Event Specific</i>	<i>Event Specific</i>	<i>Event Specific</i>

	Woolston	Madras	Student Accommodation	Timaru	Ashburton	Oamaru	Hubs	Manawa*
Site Co-ordinators	Peter Sauer	Chris Laws	Heather Clark	Leonie Rasmussen	Sharon Lloyd	Ruth Dickson	Peter Nock	Genevieve Tогiaso
Back Up		Murray Johnson	Dayne Ngatuere	Charlie Auty				CDHB/Te Whatu Ora
Population Leadership	Iwi/Māori		Pacific	International		Disability		
	Harry Westrupp		Sua Tauti	Heather Teague		John Grant		

* Manawa response plan will be managed in conjunction with the CDHB

Functions are identified by colours and text on vests. The identification colours and responsibilities for each of the functions are summarised below.

Function	Colour	Responsibilities
Control	White	Controls and coordinates the response.
	Red	Controller's Support

Safety	Green	Advises on measures to minimise risks to response personnel.
Intelligence	Dark blue	Collects and analyses information and produces intelligence related to context, impacts, consequences and forecasts.
Planning	Pink	Plans for response activities and resource needs.
Operations	Orange	Tasks, coordinates and tracks execution of the Action Plan.
Logistics	Yellow	Provides personnel, equipment, supplies, facilities and services to support response activities.
Public Information Management	Purple	Develops and delivers messages to Ara colleagues and students and the public and liaises with the impacted community. Develops messaging for Governance when Strategic Communications is not activated.
Welfare	Light blue	Ensures planned, coordinated and effective delivery of welfare services to affected individuals, families/whānau and communities, including animals.
Recovery	Grey	Starts the recovery management process during the initial response phase and ensures the recovery process is integrated with the response.

For a full description of Incident Management Team functions refer Appendix 1.

<https://www.civildefence.govt.nz/assets/Uploads/CIMS-3rd-edition-FINAL-Aug-2019.pdf>

2.3 Activation and Notification Levels for the Ara Incident Management Plan

Activation Level decisions are made by the Incident Controller (IC) based on this written process below or using the Illuminr assessment process.

If the Incident Controller declares a localised emergency at Ara, the IC will make a

Activation Level	Event Type	Examples
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recommendation to the IMT who will make a formal declaration to the campus community.

Declaration allows for:

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

3 Preparing an Incident Action Plan

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

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

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

To ensure the ability of Ara to:

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

3.1 Keeping Everyone Informed

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

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

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

Depending upon the scale of the incident the level of interest from the media will vary.

Only the ED or Communications Manager (PIM) or delegate is authorised to release information to the media.

The approved communication channels are:

- i Ara Website
- ii Ara Intranet
- iii MyAra portal
- iv Official Ara Facebook page
- v Ara emergency text and email messaging system
- vi Hand-held Radios

4 Summary of Key Information and Emergency Procedures

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

4.1 Fire

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

4.2 Infrastructure Failure

On discovery of a significant infrastructure failure (e.g. loss of electricity, lighting, water, sewerage, emergency warning systems), call Facilities Management 03 940 7554 and ask for the Property Supervisor, if after hours call Security 027 540 8076.

4.3 Hazardous Substances Emergency

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

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

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

4.4 Severe Weather Event

The Incident Management Team will provide regularly updated information via the Ara web sites. In the event of closure, the Ara Community will be advised by text and email and signage to that effect will also be displayed on the 4 emergency sign sites and at the Madras and Woolston campus main entrances and in the Timaru main carpark.

4.5 Earthquake

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

- a During an earthquake, **remain calm**.
 - i If inside – stay inside and take cover under desks or in doorways, cover your head with your arms or adopt the "turtle position".

- ii. Keep away from windows or objects that could fall
- iii. If outside – stay outside and take shelter clear of buildings, trees, power lines or anything that could fall on you.
- iv. When the earthquake stops, remain inside and return to your previous activities unless:
 - v. The fire alarms are ringing,
 - vi. there has been a loss of electricity,
 - vii. electrical fittings and/or other building materials and/or furniture have fallen.

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

Madras Street Campus:

- 1. Madras St car park.
- 2. Barbadoes St car park.
- 3. The grassed area between U Block and St Asaph St.

Woolston Campus:

- 1. Outside the Student Services Building (Ensors Rd side).

Manawa:

- 1. Oxford Terrace Avon River Bank

Timaru:

- 1. Main carpark at A block.

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

Colleagues and students occupying the Oamaru site are to follow local Civil Defence advice and warnings related to Tsunami precautions. See notices displayed locally.

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

These will advise as to whether:

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

The decision to close Ara will be made by the Chief Executive or delegate in conjunction with the Associate Director Safety, Health and Wellbeing and will be conveyed to each assembly point (at the Madras St campus – ED Chief Operating Officer, Associate Director Safety, Health and Wellbeing, Facilities Manager, Christchurch and Timaru and the Manager at Woolston Campus.) If communications with the Woolston or Timaru Campuses are not possible the Campus Managers or delegates will make this decision.

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

4.6 Building Evaluations for Re-occupancy - Post Earthquake Events

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

a Initial assessment

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

This checking is recorded by FM colleagues and reported to the Incident Controller. If any matters of significance are identified the FM Director advises the RED of the finding and the need for further investigation.

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

b Structural Assessment

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

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

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

c Building Systems and Damage Assessment

Once clearance to re-enter buildings is given a check on all building systems including fire protection, egress, electricity, water, lifts, plant rooms, air-conditioning, security systems, and LPG are carried out by a combination of qualified Ara colleagues and professional contractors.

Depending on the extent of any damage these checks may then lead to specialist services being contracted to come on site e.g. electrical/mechanical.

Any other items needing repair are also identified at this step.

If any repairs or remedial work impact on the safe occupancy of a building, or part thereof, the area is isolated until repairs are completed.

Signoff & Re-commission

All systems which form parts of the City Council Building Warrant of Fitness process i.e. fire systems/gas/plant rooms/lifts are checked and re-commissioned prior to occupation.

Any damage identified in 'steps a to c' that would result in a building be non-compliant with Council code is repaired before occupancy is permitted. All repair work is overseen by the Engineers and is signed off by them as completed.

4.7 Tsunami

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

In the event of a Tsunami warning the ED (or designate) will decide on the appropriate response bearing in mind the effect on the Oamaru Campus Connect site. Consideration should also be given to the effects on residential areas and transport for colleagues, learners and their families.

4.8 Terrorism/Violent Act

If safe to do so, call 111; identify yourself and state details of incident including exact location. Call Security and advise them of the situation. Instruct all witnesses to remain until emergency services arrive. Restrict entry into the area.

4.9 Bomb Threat / Suspicious Package

Do not touch a suspicious package.

Persons receiving any phone notification of a bomb should record details accurately. Details to be collected are noted on the Ara emergency procedures flip chart found in reception areas. Ring Security 027 540 8076 and pass on relevant information.

Ara Security is the Primary Responder

- a Security colleagues will contact the NZ Police and Ara's Associate Director Safety, Health and Wellbeing.
- b Upon arrival on site, the NZ Police are the Lead Agency for any bomb threat situation.
- c The Associate Director of Safety, Health and Wellbeing, in consultation with Security, will make the decision whether to evacuate, and to what extent, based on their best knowledge of the incident at the time.

4.10 Pandemic

The World Health Organisation (WHO) warns when there is a serious threat of a worldwide influenza pandemic and that we should take all reasonable steps to prepare for it. The Ministry of Economic Development has developed a staged alert process for New Zealand. Note that the transition from Code White to Code Red may be relatively quick. Please refer to the Ara Pandemic Plan 2020 in the first instance or the following Ministry of Health link for more information.

[New Zealand Influenza Pandemic Plan: A framework for action \(2nd edn\) \(health.govt.nz\)](https://www.health.govt.nz/publication/new-zealand-influenza-pandemic-plan-a-framework-for-action-2nd-edn)

[Refer also to the Ara Pandemic Plan 2022 and the Health Centre Pandemic Plan and Process.](#)

4.11 Cyber Incident

A cyber incident refers to the occurrence of known or suspected unauthorised activity that may impact the confidentiality, integrity or availability of any technology or data resource in the organisation. In general, examples include but are not limited to: Any type of cyber-attack, unauthorised access of information systems for a dishonest purpose, damaging or interfering with information systems or theft of data. The impact from a cyber incident may include but not be limited to a breach of both commercially confidential information and personal information.

Please refer to the Ara Cyber Incident Response Plan for detailed on-the-ground instructions of the steps required.

4.12 Emergency Services

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

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

5 Resource Management in Event of a Significant or “all of site” Incident

5.1 Madras and Timaru campuses

a Security

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

b Building Wardens

Floor wardens, where it is safe to do so will search their area of responsibility and provide a report to the Building Warden regarding injury and or damage. The building warden will relay this information to the Incident Controller, FM block. Radio Telephones are available in the larger buildings for this purpose. Trained operators will be identified by wearing Purple hi viz vests.

c Gas Danger

Facilities Management will check and ensure that flammable gas supplies are isolated.

d Electrical Supply

Facilities Management Energy Supervisor will check electrical supplies and isolate supply where necessary.

e Lifts

Facilities Management colleagues to check lifts are operational or empty.

f Internal Communications

Should the email and telephone system within Ara fail to operate, hand-held radios have been distributed to key areas to maintain contact with the Incident Controller.

The Illuminr incident management system will be initiated providing communication with and support to the Timaru Campus Manager.

g Student Health Centre

Health centre colleagues will co-ordinate First Aid activities and manage first aiders and resources.

First aid will be administered on site; casualties will not be sent to the Health Centre.

h Trained First Aiders

Trained First Aiders will aid in their immediate location where it is safe to do so. Available First Aiders are to report to the Incident Operations Centre, G Block, for instructions.

i Casualty Handling

If the casualties cannot be handled in situ, a casualty handling centre will be established in The Student Health Centre, W block, with overflow available in the gymnasium, or in Timaru, TG block (gym)

The Health Centre Manager (or delegate) will take control of all aspects of casualty handling with the assistance of other available certified first-aiders or trained staff until the Emergency Services arrive.

j Student Counselling Services/Welfare

Student Counselling/Welfare Services colleagues will prepare to provide support to primary and secondary casualties.

k Food

Food provision and distribution will be controlled by the Department of Food and Hospitality, U Block and Timaru. TA block.

l Accommodation

The following areas may be designated for overnight accommodation dependant on needs and building damage.

Madras site, TM Block, W Block, Timaru, TG (Gym)

m Ara Vehicles

All pool vehicles will be returned without delay and keys returned to the Vehicle Bookings office to allow for re-distribution

n Maintenance Team

Facilities Management maintenance colleagues will report to the Property Supervisor who will coordinate maintenance instructions.

5.2 Woolston Campus

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

a Gas Danger

A Head Technician will check and ensure that flammable gas supplies in Painting Area, Plumbing, Welding, and Paint and Panel are isolated.

b Electrical Supply

Custodial colleagues will check electrical supplies and isolate where necessary.

c Casualty Handling

If casualties cannot be handled in situ a 'Casualty Handling Centre' will be established in Student Services Building and/or Staff Room.

d Accommodation

The following areas will be designated for overnight accommodation dependent upon needs and building damage:

- i VF Block
- ii Staff Room

e Internal Communications

The Woolston Campus HOD has access to the Illumin Incident management communication system

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

Hand-held radios are available to maintain contact with the Incident Controller on site.

f Security

Custodial colleagues will be responsible for maintaining security and assisting with communications on site.

6. Moving to Business Resumption Phase

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

6.1 Establishing a Business Resumption Team

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

a Membership

The Business Resumption Team should include:

- i RED
- ii Facilities Manager
- iii Executive Directors
- iv Dean of Faculty of those areas affected
- v Information Communication Technology Director
- vi Communications Lead
- vii Co-opted expertise as required

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

6.2 Debrief

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

7. On-going Management

7.1 Testing

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

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

7.2 Keeping the Plan Up to Date

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

Each Department and Division is responsible for updating and maintaining their local Business Resumption Plan (BRP) detailing contacts and resources required to maintain business. The Deputy Chief Executive - Chief Operating Officer or delegate, will remain in overall control of Business Resumption.

Similarly, colleagues and students are responsible to ensure their emergency contact numbers are kept up to date. ICT routinely refresh this information within Illuminr.

7.3 Access and Storage

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

This Incident Management Plan is available electronically.

Appendix 1 Incident Management Team Functions

The Controller

- taking charge through the setting of response intent and objectives and providing (or approving) an Action Plan that sets out how the objectives will be achieved.
- establishing the response structure and incident classification.
- directing and monitoring the response
- maintaining situational awareness
- keeping the affected people, animals and communities at the forefront of the response
- applying a risk management approach, ensuring responder, public and animal wellbeing and safety
- determining and obtaining critical resources, facilities and materials
- establishing and maintaining liaison, cooperation, and communications with support agencies, affected businesses and enterprises, communities and Controllers at other response levels.
- communicating with Governance
- acting as an operational spokesperson if a dedicated spokesperson has not been appointed
- ensuring the response stays within prescribed resource and budget limits; and
- working with the Recovery Manager to manage the transition from response to recovery (see Section 7).

The primary responsibility of the Controller can be summarised as providing ongoing direction and oversight of the response. In executing this, the Controller must be:

Clearly identified

The Controller must establish their presence among response colleagues, support agencies and other interconnected response levels. This is achieved through being present, establishing the IMT, conducting personnel briefings and having an Action Plan.

Situationally aware

The Controller operates amid a rapidly changing environment, usually marked by (initially) limited information and uncertainty. They must balance the need for accurate advice and information against the need for timely decisions. They must think forward and consider gaps and risks. Where applicable,

Make decisions

Decisions must be timely, clearly noted and communicated and continually reviewed against the evolving situation.

Available

The Controller must be available to response elements for questions, decisions, approvals and authorisations, and direction.

In the absence of, or in support of, dedicated spokespeople the Controller must communicate with the affected communities and the public/media. This communication should be in a planned and organised manner, in person as well as through documented statements, and be supported by the Public Information Management (PIM) function where possible.

Controllers may also need to allocate time for servicing and briefing Governance. When this becomes a major task, the Controller should delegate and prioritise duties and tasks to their IMT and/or Deputy Controllers or Response Manager (see Section 3.2).

To perform their responsibilities, the Controller must ask frequent questions of the IMT, e.g. what do we know, what don't we know, what is our resource status and options, and what next?

Response Manager/ Controllers Assistant

The Controller may appoint an assistant to assist them in the management of tasks, the operation of the Coordination Centre.

A Response Manager is responsible for:

- ensuring each function or team understands their role, the actions required under the Action Plan and how they need to work with other functions.
- ensuring alignment and coherence of actions across functions by reducing overlaps, gaps and performance issues.
- keeping functions on track and maintaining pace and focus on interdependencies and deadlines.
- identifying capability and experience gaps and providing guidance, tactics and advice to get the job done.
- influencing and troubleshooting to resolve problems and to minimise escalation to the Controller.
- attending IMT meetings and keeping the Controller and IMT informed of the response management aspects of the response.
- setting and monitoring the schedule, ensuring information flows are current and effective across all parts of the response, and keeping the Controller advised on statuses and trends; and
- The Controller's Assistant is responsible for recording meetings and decisions, managing the Controller's diary, answering calls and responding to emails, and managing the administrative arrangements for the Control function. The role of Controller's Assistant can be performed by more than one person.

Technical Experts

Technical experts provide specialist advice on aspects of the response. This could include scientists specialising in the hazard, environmental experts, structural engineers, medical experts (such as a Medical Officer of Health in an infectious disease incident) or industrial experts (such as fuel supply experts during a fuel disruption). Iwi/Māori representation. These experts can also be assigned to Planning, Intelligence and/or Operations, but retain a direct relationship with the Controller. They may also serve as Liaison Officers if they are members of a support agency.

In a larger response where there is a shortage of Technical and Science Advisors, these experts may be centralised into an advisory group at the highest activated response level. This ensures their expertise can be assigned to where it is most needed or will have the most effect.

Risk and Safety Management

The Safety function supports the Controller to ensure that all those involved in the response are kept safe in accordance with the requirements of the Health and Safety at Work Act 2015. The Safety Manager will have a close relationship with other CIMS functions and other organisations connected with the response and may be supported by Risk Advisors (Control), and Administration and Health and Wellbeing staff (Logistics). The Safety function provides expert advice and oversight on issues relating to safety, health and wellbeing within a response. It does not remove the responsibility on individual organisations and leaders within Ara for the health and safety of their colleagues and students.

Responsibilities

Safety is responsible for:

- collecting, collating and analysing safety, health and wellbeing information based on risks posed by an incident and its management.
- working with the Risk Advisor to ensure that the response risk registers are addressing safety,

health and wellbeing matters so that the risks are understood and controlled, and that controls are checked to ensure that they are working.

- establishing arrangements for the control, monitoring and reporting of safety, health and wellbeing issues by the CIMS functions.
- ensuring that dynamic safety risk assessments are being completed and documented, as appropriate.
- ensuring continuity of Safety activities across shift changes.
- working with Health and Safety teams to establish and consult on the nature of safety at the front line of the operations.
- maintaining a log and record of incidents, near misses and activities pertaining to Health and Safety.
- providing safety, health and wellbeing advice and recommendations for the Situation Reports (SitReps), Action Plans and other response plans.
- determining staffing requirements and any Health and Safety Technical Advisors required and reviewing these as required during the response.
- establishing Safety Liaison Officers, or Safety sub-managers, if required within other CIMS functions; and
- attending Incident Management Team (IMT) meetings and keep the Controller and wider IMT informed of the Health and Safety aspects of the response.

Intelligence



- Collection
- Analysis
- Dissemination

Figure 1: Intelligence

Intelligence is the function that provides the other CIMS functions with a detailed understanding of the incident and the ways in which the incident could potentially develop. It provides situational awareness and understanding for immediate action and forecasting and identification of emerging risks to assist planning.

The Intelligence function is performed through the application of the Intelligence Cycle (see Appendix B). Through this process, incident information is collected, analysed and intelligence products are produced and disseminated.

Intelligence has four key questions to answer:

- What is happening now?
- Why is it happening?
- So, what, i.e. what does it mean?
- What may happen next / in the future?

While the first two questions require accurate and timely information on what is occurring now, the third requires analysis of the information against the wider context, and the fourth is usually described through at least two scenarios: the most likely way the incident will develop and the most dangerous/worst case. This is so that Planning can address the worst-case scenario as well as the most likely (via Action and Contingency Plans). A plan that covers both scenarios will generally be robust enough to cover the actual progression of the incident.

If time and circumstances permit, other scenarios can also be developed to assist the development of Contingency Plans.

Responsibilities

Intelligence is responsible for:

- identifying and receiving the intelligence requirements of key decision makers (e.g. the Controller and function managers).
- overseeing the collection of information that will help meet those requirements.
- collating and managing collected information.
- evaluating the reliability of the information and recording this appropriately.
- processing the information in preparation for analysis.
- analysing the information and creating intelligence products (e.g. Situation Reports (SitReps), profiles, intelligence summaries, oral briefings, etc.).
- producing and disseminating intelligence to decision makers and others who need to know.
- managing documents of products created by Intelligence.
- gathering feedback about how the products were used and identify any remaining (or new) intelligence requirements that still need to be met.
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Intelligence aspects of the response

Intelligence provides (in documented and/or oral format):

- updates on the situation (e.g. SitReps).
 - identification and analysis of key issues.
 - forecasts (scenarios) and identification of emerging risks (including their probability and impact); and
 - implications of key decisions for the attention or action of decision makers.
- Sub- functions

Intelligence delivers its responsibilities by applying an Intelligence Cycle that groups its steps under three sub-functions.

Collection

Collection is responsible for:

- confirming intelligence requirements.
- identifying the information and sources that will best meet requirements.
- establishing and managing the information collection plan.
- collecting individual pieces of information.
- receiving, logging, and storing the collected information; and
- noting any caveats that may be associated with the information (e.g. confidentiality).

Analysis

Analysis is responsible for analysing the collected and processed information. Analysts should be able to apply a range of analytical tools, techniques and critical thinking skills to develop insights and judgements. The most fundamental interpretation method is to ask the “5WHs” interrogatives: who, what, when, where why and how? Application of the questions ‘so what?’ and/or ‘what does this mean?’ allows analysts to consider and advise on possible implications for response (and potentially recovery). Such methods help analysts avoid common pitfalls of simply restating the facts or describing collated

information. Analysis should have an emphasis on forecasting and identifying emerging risks and potential consequences.

Dissemination

Dissemination is responsible for the production of intelligence products and for delivering these (whether written, oral or pictorial) in a format and timeframe that meets the stakeholders' needs. Products should focus on those key issues that decision makers need to be aware of before making important decisions.

The information context may include:

- hazards (natural or man-made)
- community, demographic, cultural and human factors
- actual or potential impacts on people and animals
- terrain (geology, topography, vegetation and hydrology)
- climate and weather
- infrastructure; and
- economic factors

Products may be a formal written report, a briefing, a meeting or an informal discussion. Decision makers are rarely intelligence professionals. To be useful, intelligence products should be written for decision makers, not for other intelligence professionals. This means that intelligence products need to be clear, concise and simple, and have no jargon. Successful dissemination requires a good understanding of the stakeholders' needs, and the ability to tailor products accordingly.

Planning

PLANNING

- Action Planning
- Long-term Planning
- Contingency Planning
- Transition Planning

Figure 2: Planning

Planning is the function responsible for overseeing the development of response plans, e.g. Action, Long-term, Contingency and Transition Plans. The Controller has ultimate responsibility for these plans; Planning is responsible for carrying out the planning process on the Controller's behalf.

The Planning function must utilise the "Planning P" as described in Appendix C to ensure that planning is effective. The planning process should be collaborative across all functions and key stakeholders.

Successful planning depends on the following inputs:

- The Controller's intent for the response (this may be informed or influenced by Governance in the form of a Delegation of Authority, Terms of Reference, or Task Assignment).
- The Controller's response objectives, which are the outcomes that a response is aiming to achieve.
- Impact and context analysis from Intelligence outputs. These are used by Planning when developing and analysing options.
- Information and ongoing engagement in the planning process from Control, Operations, Logistics, Public Information Management (PIM), Welfare, Safety, Recovery, support agencies and other Incident Management Team members, e.g. lifeline utilities and iwi/Māori representation; and

- Information on available response resources (immediately available and en-route) from Logistics, Operations and/or support agencies.

Without accurate information on the current state, predicted or forecast situation, and resource availability, planning cannot be effective.

Responsibilities

Planning is responsible for the planning process, including:

- translating the Controller's intent and objectives into an Action Plan.
- convening and facilitating planning meetings for Action Planning, Long-term Planning, Contingency Planning and Transition Planning.
- developing other specific plans, e.g. Communications, Handover, and Demobilisation Plans.
- forecasting medium- to long-term resourcing requirements.
- translating the Recovery Manager's intent and objectives into a transition plan for moving from response to recovery; and
- attending Incident Management Team meetings and keeping the Controller and wider IMT informed of the Planning aspects of the response.

Action Planning

Action Planning involves developing a plan (or plans) that describe how response objectives will be achieved.

Some responses may require a single Action Plan to be developed that encompasses the entire response. However, planning in complex or larger responses may need to be approached through operational periods with multiple planning cycles being undertaken and multiple Action Plans being developed. In these cases, the Controller will determine which response objectives will be prioritised during each operational period.

Key components of the Action Planning process include:

- developing Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) objectives for the operational period that meet or contribute to the overall response objectives.
- developing the options for achieving these objectives and selecting a preferred option as the basis for the Action Plan.
- identifying the resource requirements for the options and contingencies.
- monitoring progress towards achieving the planning objectives and response objectives (with Operations); and
- contributing strategic information and risks to Governance reporting.

Long-term Planning

Long-term Planning involves the scoping and developing of plans for response activities beyond the current and subsequent operational period. Long-term Planning may apply to hours, days, weeks or even months, depending on the response level and the scale of the incident. These plans are likely to be less developed than Action Plans, due to less reliable information about the future development of the situation and a greater reliance on assumptions. Long-term Planning delivers:

- plans to address the anticipated development of the situation and how it could be managed; and
- plans for managing resources.

Contingency Planning

Contingency Planning involves developing plans for a particular situation or scenario that has not, but may, occur. It addresses the what-if scenarios, both positive and negative, that the Controller, Intelligence and Planning teams believe deserve particular attention. Contingency Plans are often completed with less detail because of information gaps, personnel, and time constraints and because they cover situations that may occur and are based on assumptions and estimates.

Contingency Plans may be developed after an Action Plan has been completed or may be developed in parallel. The need for a Contingency Plan is often identified during the development of the Action Plan. Contingency Plans are often developed during business-as-usual activities.

Long-term and Contingency Planning use the same processes, inputs, and personnel as Action Planning. Long-term Planning addresses response objectives that are not being completed in the current or subsequent operational period, but which may require planning to start now (e.g. transition to recovery).

Transition [to Recovery] Planning

Transition Planning involves developing plans for moving from response to recovery. This planning covers how coordination and accountability formally transitions to recovery and how the response phase will be wrapped up. Transition Planning is scalable in the same way that Action, Long-term and Contingency Planning are. A Transition Plan should be based on the Recovery Manager's intent, objectives and outcomes for the recovery phase and include input from the IMT and the Controller.

Both the Controller and Recovery Manager must sign off the Transition Plan.

Operations

OPERATIONS

- Action Plan Execution
- Field Staff Management
- Volunteer Coordination
- Investigations
- Lifeline Utilities Coordination
- Support Agency Representatives Coordination
- International Assistance

Figure 3: Operations

The Operations function is responsible for the day-to-day coordination of response actions, stakeholder groups, and detailed tasking that follows the Action Plan.

This function has an overview of all the actions within the response, including those of support agencies, community groups and volunteers, and resolves any operational problems that do not need to be escalated to the Controller. To ensure this overview and coordination, Operations must have representation of, or relate to, the other CIMS functions, key support agencies, and community and volunteer groups that play a role in the response (as appropriate for the response level).

Responsibilities

Operations is responsible for:

- coordinating day-to-day response activities on behalf of the Controller.
- integrating all stakeholders into the response.
- supporting the Welfare function or welfare organisations to deliver welfare services.
- implementing operational aspects of the Action Plan, including coordinating all tasks within the Coordination Centre (this includes tasking actions to appropriate functions, organisations, or other response elements, monitoring the progress of those tasks), and advising or forecasting resource needs).
- coordinating volunteer (including spontaneous volunteers and emerging groups) activities in conjunction with the Safety function to ensure that volunteers are safe and that all accountabilities are considered.
- managing field staff.
- contributing to the collection of information from the field or organisations for the Intelligence function.
- maintaining a log to record function-related activity.
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the operational aspects of response.

Sub- functions

The specific sub-functions of Operations will depend on the type and scale of the incident and the objectives of the Controller. It is essential that the Operations function remains flexible and adaptable to the needs of the response. To ensure this adaptability, Operations should consider several potential sub-functions and work with the Controller to determine the most appropriate way to establish and maintain a functional structure. This may involve organising the function along thematic (e.g. Public Health for an infectious disease response, or Investigations for a terrorism response) and/or spatial boundaries (e.g. divisions or zones, as determined by agency procedures and arrangements).

Action Plan Execution

Action Plan execution coordinates the implementation of the Action Plan by ensuring effective planning and assignment of tasks to the respective response elements (within delegation of authority).

Action Plan Execution is responsible for:

- maintaining a register that specifies detailed tasking and planning to monitor and ensure execution of the requested tasking outcomes.
- consulting and coordinating with the Logistics function and support agencies to identify and prioritise available resources and maintain optimum resource levels;
- receiving resource requests from other organisations or functions, comparing these against available resources and Action Plan objectives and either releasing an available resource or passing the request to Logistics.
- escalating prioritisation and critical resource decisions to the Control function as required; and
- actively executing, managing and overseeing the Action Plan.

Field Staff Management

The Field Staff Management sub-function provides a conduit between the Coordination Centre and any field colleagues and maintains oversight of field colleagues' needs and ensures they are being met.

Working directly with field colleagues, Field Staff Management ensures that effective and regular communications are maintained between the deploying Coordination Centre and field. During these communications, the Field Staff Management sub-function should ensure that:

- any field colleagues' issues are being managed (including health and safety).
- field colleagues' logistical requirements are being met by the appropriate functions; and
- taskings and responsibilities are appropriate and understood.

Investigations

This sub-function applies in incidents when investigations are required. Investigations are processes that are undertaken to establish avenues of inquiry, collect evidence, use intelligence and require the management of people involved in the investigation. Controllers should consider early which organisation is best placed to undertake any required investigations, liaise with that organisation promptly and establish the Investigations sub-function. For example, if a criminal act is suspected, ensure prompt liaison with New Zealand Police, whose role it is to determine any criminal liability. Usually, the investigation will continue after the response phase is completed. In incidents requiring complex investigations, the Controller may determine that Investigations needs to be a standalone function with its own IMT representative.

Lifeline Utilities Coordination

Lifeline Utilities Coordination is responsible for communicating with lifeline utilities to ensure that the status of impacted services, and the support required by lifeline utilities for infrastructure recovery, is communicated to the other functions. This sub-function also ensures that lifeline utilities are aware of response priorities for service restorations.

Key activities may include:

- regular contact with lifeline utilities to receive reports and status updates.
- assessing the impacts due to loss of service/infrastructure; and
- communicating Action Plans and the Controller's priorities to lifeline utilities.

International Assistance

This sub-function only applies in large-scale incidents when international assistance is involved. It is always managed at the national level and is responsible for the coordination, integration and management of international support to a response. It also maintains a view over individual organisations' direct connections with international partner agencies in supporting their response efforts, to ensure a holistic and system-wide approach to international assistance.

Logistics



Figure 4: Logistics

Logistics provides and tracks resources to support the response and the affected communities and provides resource advice to other CIMS functions. Resources may include personnel, equipment, supplies, services, facilities, and finances.

Responsibilities

Logistics is responsible for:

- setting up and maintaining the Coordination Centre.
- receiving authorised resource requests and requesting or procuring the resources and facilities; receiving, storing, maintaining and issuing resources; and collating and matching offers of assistance.
- notifying response elements of available resources
- identifying and managing critical resources
- tracking resource use and financial expenditure
- activating and operating any required Assembly Areas
- arranging transport
- arranging catering, goods and accommodation for both response colleagues (in coordination with the Operations function) and for affected people, communities, and animals, including animals (in cooperation with the Welfare function).
- establishing and maintaining communications
- establishing and maintaining information technology networks
- providing record-keeping and administrative support
- advising the Controller and the IMT of logistics issues and critical resource levels
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Logistics aspects of the response.

Financial delegations

It is important that the Logistics Manager has appropriate financial delegation to be able to keep the operation going. This pertains to expenses related to the Coordination Centre and response staff (i.e. catering and travel), but it is appropriate that the Controller approves expenses related to new or unusual resources.

Sub-functions

All other CIMS functions are generally dependent on Logistics to perform their activities, which will normally rely on the ready availability and pre-positioning of resources. Therefore, Logistics must normally operate in advance of the other functions to ensure that those functions can perform their roles unhindered by resource challenges.

Depending on the scale and complexity of the incident, Logistics may arrange its responsibilities into the following sub-functions:

Supply

Supply is responsible for receiving and recording the resource requests from Operations, procuring resources, tracking offers of assistance, and providing supply information to Planning. Supply at an Assembly Area is responsible for receipt, storage, inventory tracking and loading of supplies and equipment.

Transport

Transport is responsible for arranging or providing transport and, where applicable, for equipment maintenance. Transport works with Supply to transport resources, including people, to where they are needed.

Finance

Finance tracks cost, pays accounts and invoices, provides authorised cash advances, and reconciles costs and expenditure. The lead agency's business-as-usual finance systems should be used as much as possible. This is separate to the financial assistance required to meet the needs of affected communities.

Information Technology (IT)

Information Technology (IT) is responsible for establishing and maintaining the equipment and information technology networks at the Coordination Centre.

Communications

Communications is responsible for providing input in areas of acquisition, installation and maintenance of communications equipment and the development of the Operational Communications Plan. Communications also receives radio and other messages, logs them and then distributes them to Operations (or if agreed, directly to relevant functions) and sends radio or courier messages on behalf of other functions. Some situations may warrant this sub-function to be part of the Operations function instead of Logistics or, if the event is large enough, it could be a separate function, documenting incoming and outgoing messages.

Facilities

Facilities is responsible for securing buildings and land for use by response personnel and managing these throughout the response. Facilities assists the Welfare function with securing facilities and accommodation for affected people and animals. Facilities arranges contracts to procure the use of facilities and Supply provides procurement advice and input.

Catering

Catering arranges meals and drinks for response personnel (foodstuffs are ordered by Supply). Catering must be arranged when a response lasts more than six hours or responders are not self-supporting. Catering also works with the Welfare function to arrange catering support for affected people and animals.

Personnel

The Personnel sub-function secures and manages human resources for the Coordination Centre, including rostering, registering, inducting, and training response colleagues and volunteers.

If the Coordination Centre receives field staff from other organisations / Coordination Centres, the receiving Coordination Centre's Personnel sub-function is responsible for:

- communicating and managing deployment, travel and accommodation arrangements and requesting relevant records (e.g. medical conditions and next of kin), in consultation with the deploying Coordination Centre's Field Staff Management sub-function (in Operations).
- registering field staff on arrival and ensuring they attend any orientation briefings or inductions.
- tasking field staff to their assigned function; and
- ensuring handover, demobilisation and return travel arrangements, are completed

If a request for staff is received from another Coordination Centre, the Personnel sub-function may also need to source these staff. If colleagues are deployed, Personnel will notify the Field Staff Management sub-function (in Operations), who will be the field staff's primary point of contact while deployed. On return from their deployment, Personnel should also complete a follow-up to ensure there are no health and wellbeing issues.

Administration and Document Registration

Administration is responsible for arranging and managing clerical support, cleaning, maintenance, pool vehicles, and record-keeping of key response documents. Administration may also be required at other locations during the response such as at Assembly and Staging Areas.

Document Registration establishes and maintains a coordination point for incoming and outgoing formal documents such as Action Plans, Situation Reports (Sit Reps) and Minutes. This ensures that:

- incoming formal documents are appropriately registered, noted and distributed across the response structure; and
- outgoing formal documents are appropriately registered and disseminated internally and externally.

Document Registration is also the central coordination point for contact information, e.g. names of key agency personnel, telephone numbers, email addresses, radio channels and call signs, and location addresses and coordinates.

Other functions and sub-functions can still directly receive, send and register operational documents and information that relate to their specific functions.

Public Information Management

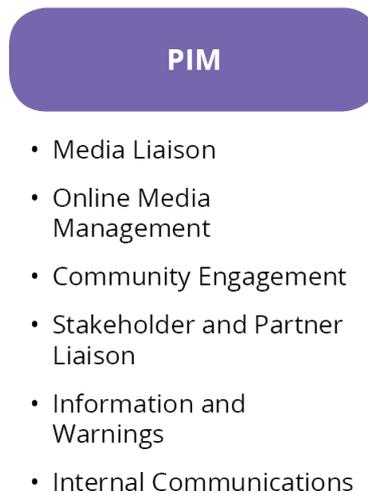


Figure 5: Public Information Management Public Information Management (PIM) primarily provides information and safety messages to the public and Ara people. PIM is responsible for informing the public and Ara people about the incident and the response (including actions they need to take), media liaison and monitoring, community engagement, stakeholder liaison, giving and receiving information via social media channels, and internal communication. On the Controller's direction, PIM also issues warnings and advisories.

PIM personnel have a close link with Strategic Communication personnel (when activated) to help ensure Governance and elected officials are appropriately supported. They also ensure that messages are consistent and that priorities are aligned across all levels of response.

Responsibilities

PIM is responsible for:

- preparing and sharing clear, accurate, frequent, relevant, and timely information directly with the impacted communities and the wider public (via approved communication channels and social media, public meetings, handouts, etc.) or via the media and trusted third parties — the content of official information is generated by official processes and approved by the Controller.
- identifying key partners, including iwi and key stakeholders such as elected officials and the business community, and ensuring they are briefed and provided with up-to-date, relevant information, as well as providing a consistent point of contact within the Coordination Centre.
- liaising with the community, including arranging regular community meetings and information sessions and providing supporting material (e.g. handouts, visual aids).
- ensuring online channels, community-led centres, i-Sites, call centres, helplines, reception personnel and Civil Defence Centres (when activated) are updated frequently to have current public information and key messages.
- monitoring the public and media reactions and passing information to Intelligence and other relevant CIMS functions.
- coordinating with other organisations' PIM functions to ensure consistent and coordinated messages and to avoid duplication.
- working with the media, including arrangements for media visits, media conferences and accreditation.
- liaising with VIPs and their personnel about site visits.

- supporting other functions — particularly Welfare and Operations — to ensure that all colleagues involved in public-facing activities (e.g. those working at cordons, in Civil Defence Centres or in community-led centres) have up-to-date, relevant information to share with the public and that information related to the welfare of affected individuals, families/whānau and communities, including animals, is up to date and accurate.
- providing photography/videography to assist with communicating what has happened and what is being done in the response to assist impacted communities and why. Images and footage are used in online channels, provided to news media and illustrate community and stakeholder briefings.
- preparing speaking points and preparing interview locations.
- liaising with Strategic Communications to ensure consistent public information is given at all levels of the response and Governance.
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the PIM aspects of the response.

The lead agency is responsible for developing key messages and coordinating with other organisations' PIM functions to ensure consistency. A multi-organisation PIM group may be required to coordinate public information during an extensive or extended response.

PIM priorities and intended actions need to be outlined in all Action Plans. A PIM response plan (or appendix to the Action Plan) is usually required to ensure that PIM activity is coordinated.

Support agencies' PIM personnel must support the lead agency by:

- aligning their messages with the lead agencies.
- sharing the lead agency's messages.
- restricting their own messages to their field of expertise.
- referring important or potentially controversial media inquiries to the lead agency PIM.
- relaying emerging themes or reoccurring media inquiries to the lead agency PIM; and
- directing spokespeople to the lead agency.

PIM is also responsible for briefing and preparing spokespeople before they engage in media interviews or community and stakeholder meetings. PIM ensures the spokesperson is informed about:

- the audience, including its likely mood.
- key messages to communicate.
- questions they can expect; and
- what the audience already knows.

Sub-functions

Any response triggers a public interest. In the first instance, affected people want to understand the personal impacts, what is being done and what to do in relation to the impact on themselves, and what not to do. In the second instance, those not directly affected will be interested in the response and will want to be informed by news media and other channels. Depending on the scale of the response, PIM must consider and arrange itself to cater for the following sub-functions:

Media Liaison

Media Liaison works with media organisations to distribute key messages through interviews, media releases and media conferences, and monitors media outputs — broadcast, online and print.

Media Liaison is responsible for:

- facilitating media access to response sites and personnel, including negotiating pool arrangements where necessary.
- arranging accreditation where there are access restrictions to impacted areas.
- fielding and responding to media requests for information and interviews.
- producing updates and releasing authorised, authenticated information to media.
- briefing spokespeople for media interviews, stand-ups and press conferences, ensuring that the appropriate people are available and that each understands their role and share of messages during the interview/event; and
- logging all media activity including queries, responses, interviews and updates / media releases.

Online Media Management

Online Media Management proactively shares information via social media channels and websites. Online Media Management is responsible for:

- posting information and updates that have been authenticated and authorised for release.
- responding to queries.
- correcting misinformation by pointing back to official sources of information such as websites.

- identifying emerging issues and ‘taking the temperature’ of the community by monitoring threads on both official social media sites and community networks, liaising closely with the Intelligence function to share this information.
- taking or sourcing photographs and video footage to use across all public communications and share with media.

- updating and maintaining websites with current information to create a 'single source of truth' for the emergency response.
- livestreaming media conferences and other events; and
- interviewing response personnel and partners to highlight activities that will increase public confidence in the response.

Ara People and Community Engagement

Community Engagement carries out two-way communication directly with affected Ara colleagues and students and communities in consultation with other functions such as Operations and Welfare. This ensures that those directly impacted by the emergency have clear, accurate, relevant and timely information and enables the Coordination Centre to obtain local knowledge, needs, and intentions so that these are reflected in response and recovery.

Community Engagement is responsible for:

- developing an Ara colleague, student and community engagement strategy, determining when, where, who and how to engage.
- regularly updating colleagues, students and the community on what is happening:
- scheduling and facilitating meetings, working with the logistics function.
- producing collateral for Ara colleagues, students and the community such as newsletters, posters and handouts, as well as advertising in media that will reach the impacted community.
- logging issues raised by community members and obtaining responses; and
- advising and working with the Welfare function regarding the needs of affected people and animals, including the development of factsheets to meet information needs.

Stakeholder and Partner Liaison

Stakeholder and Partner Liaison identifies key stakeholders and partners, including local and national elected officials, executives, iwi, businesses and other lead agency staff who aren't directly involved in the response; and ensures they are briefed and provided with up-to-date, relevant information through channels that are appropriate for each stakeholder and partner. Stakeholder and Partner Liaison is responsible for:

- sharing regular updates of authorised, authenticated information, which may be both general in nature and/or tailored to the stakeholder or partner's area of interest.
- facilitating VIP visits by liaising with VIP's staff and other CIMS functions, including the Controller, to ensure appropriate arrangements are made to support the requested itinerary and that all personnel are briefed.
- providing a consistent point of contact within the Coordination Centre and appropriate two-way channels of communication; and
- identifying emerging issues and advising the Controller and other functions about stakeholder and partner needs.

Information and Warnings

Information and Warnings gathers information from other functions to provide tailored information, warnings and advisories (approved by the Controller) to Ara people and the public. Key sources are the Intelligence, Operations and Welfare functions. These are then normally distributed through Media Liaison, Online Media Management and Community Engagement. Information and Warnings is responsible for creating clear and timely warnings to be issued to target audiences by all available channels.

Internal Communications

Internal Communications ensures that every individual and organisation involved in a response is well-informed of the progress of the response, the Controller's priorities and how they are being given effect, and critical milestones. Internal Communications is responsible for:

- sharing all external communications products with IMT members and support agencies.
- ensuring copies of all external communications (media releases, stakeholder updates, etc.) are available within the Coordination Centre and are copied to support agencies for their own internal distribution; and
- supporting the Controller with notes for Coordination Centre briefings.

Welfare



- Needs Assessment
- Welfare Delivery
Coordination

Figure 6: Welfare

The Welfare function is responsible for ensuring planned, coordinated, and effective delivery of welfare services to affected individuals, families/whānau and communities, including animals¹ (hereafter people and animals) affected by an incident. The welfare of responders is a responsibility of the logistics function.

The scale, complexity and consequences of an incident dictate the extent of welfare services required.

- At the incident level, these services relate to meeting the immediate needs of the affected people and animals (e.g. providing shelter in a safe place and information about available services).
- In a response where delivery of welfare services requires more significant coordination (e.g. a flood event), the welfare services arrangements in the National Civil Defence Emergency Management Plan Order 2015 may need to be activated in coordination with Civil Defence Emergency Management (CDEM) Groups.

During response, immediate welfare needs should be met as soon as possible. Ongoing and future needs should be identified, assessed, coordinated and met.

Needs may include (but are not limited to):

- food, water, hygiene and clothing.
- medication and other health needs.
- shelter or accommodation.
- psychological first aid and psychosocial² support.
- care and support for vulnerable people and communities.
- financial assistance (e.g. tax relief or business support).
- veterinary assistance, food, water, rescue, evacuation and/or shelter for affected animals.
- assistance with contacting family/whānau or significant others; and
- timely information about available services.

¹ Animals are generally considered to be a part of Welfare, especially in relation to companion animals and livestock. However, animals may also be under Operations during evacuations or in an incident that impacts wildlife, e.g. an oil spill.

² Psychosocial support involves focusing on physical, psychological and social interventions, as well as enhancing wellbeing and supporting recovery.

Meeting these needs will depend on a variety of influencing factors, including:

- the type, scale and complexity of the incident.
- the location.
- the number of welfare services organisations involved.
- timeframes (from immediate needs to ongoing needs, including into recovery); and
- available resources.

All lead agencies need to consider the consequences of an incident on people and animals and plan accordingly. Because they have established welfare arrangements, this should include engaging with CDEM Groups but may also involve:

- support agencies.
- welfare services organisations (including animal welfare organisations)
- iwi/Māori
- culturally and linguistically diverse (CALD) communities
- faith-based communities
- rural communities and primary industry sectors
- tourism and business sectors
- embassies and consulates responsible for impacted foreign nationals
- insurance and financial sectors; and
- relevant community and volunteer groups

Responsibilities

Welfare is responsible for:

- ensuring the welfare needs of affected people and animals are identified and met through response and into recovery, as appropriate.
- coordinating with other organisations on the provision of welfare services to ensure delivery is integrated, timely and aligned to the needs of people and animals.
- planning, coordinating and integrating welfare activities with other CIMS functions and activities, including Logistics for the establishment of facilities to support affected communities (e.g. Civil Defence Centres and animal welfare shelters).
- providing timely and accurate welfare services information, through Public Information Management (PIM), to affected individuals, families/ whānau and communities.
- identifying welfare priorities and providing strategic and operational advice to the Controller.
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Welfare aspects of the response.

Sub-functions

The specific sub-functions of Welfare will depend on the type, scale and complexity of the incident and the objectives of the Controller. It is essential that the Welfare function remains flexible and adaptable to the needs of the response and provides continuity of care into recovery, in conjunction with other CIMS functions. To ensure adaptability several potential sub-functions should be considered, and the Welfare Manager should work with the Controller to determine the most appropriate functional structure.

Depending on the type, scale and complexity of the incident, Welfare may arrange its sub-functions into dedicated or combined functions, including (but not limited to):

- Needs Assessment; and
- Welfare Delivery Coordination.

Needs Assessment

Needs assessment is the systematic process of analysing, prioritising and understanding the interdependencies of the identified needs of affected people and animals.

Before welfare services can be delivered, the needs of affected people and animal must be identified and assessed in a timely and coordinated way.

Needs identification involves identifying the immediate and ongoing needs of people and animals affected by an incident to inform response and recovery activities.

Identification of immediate needs can come from:

- requests for assistance or advice on available support for people and animals.
- information received from the Operations function (e.g. during evacuations).
- information gathered by the PIM function (e.g. on social media or through community engagement).
- requests received by call centres and through welfare facilities.
- coordinated community outreach activities.
- knowledge and experience from previous events.
- information received from welfare services organisations; and
- the Intelligence function to analyse ongoing and emerging needs and trends based on community, demographic, cultural and human factors, response decisions, or changing hazards circumstances.

When assessing needs, it is important that the Welfare function understands the diverse nature and vulnerabilities of individuals, families/whānau and communities, and their animals.

Welfare Delivery Coordination

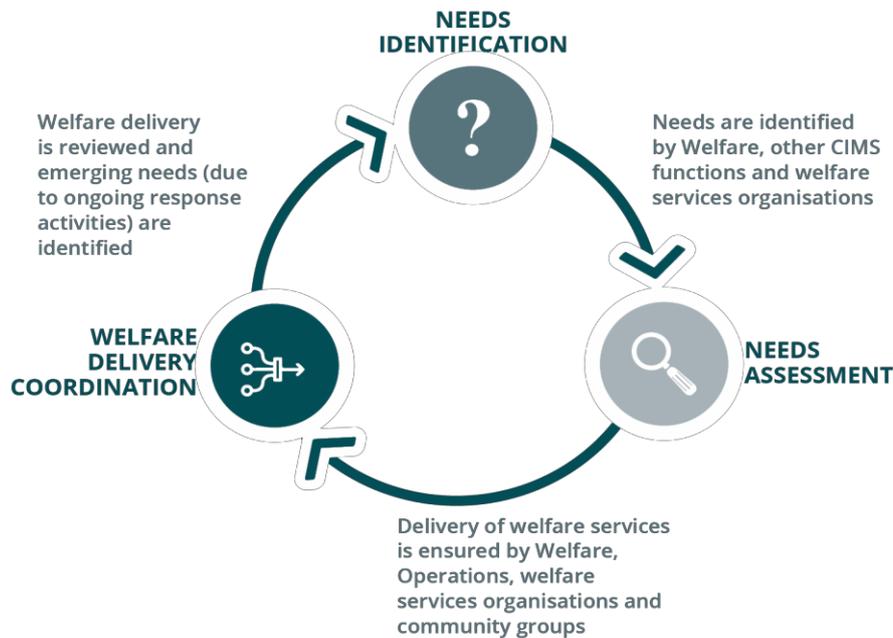
This sub-function ensures appropriate welfare services organisations and community groups have the capability and capacity to address the specific welfare needs. Welfare Delivery Coordination works with the other CIMS functions, welfare services organisations and communities to ensure that welfare activities and services are appropriate, timely, coordinated, and integrated to achieve maximum effectiveness and efficiency.

Welfare Delivery Coordination determines options to deliver prioritised and accessible welfare services that meet assessed needs. Welfare Delivery Coordination is responsible for:

- ensuring effective planning, coordination, delivery and monitoring of required welfare services between all functions and welfare services organisations.
- coordinating with the Operations function for delivery of welfare support or provision of support to welfare organisations.
- coordinating with the Logistics function to source welfare goods and resources, and to establish response facilities for the community, including animals.
- coordinating with welfare services organisations and Public Information Management (PIM) to provide information to affected individuals, families/ whānau and communities.
- coordinating with Operations (Volunteer Coordination sub-function) and PIM (Community Engagement sub-function) to understand, integrate and align with the community response; and
- ensuring the needs of affected people and animals have been met appropriately.

In a larger response where comprehensive welfare services delivery is required, such as establishing welfare facilities, provision of welfare support for people sheltering in place, welfare support at community-led centres, or providing welfare support for people evacuated from

another area, the Welfare Manager may determine that a Welfare Facility sub-function is required to manage and coordinate the delivery of welfare services.



A holistic and coordinated approach

Meeting the needs of affected people and animals requires a holistic approach and the recognition that their needs may be met through services provided by several different welfare services organisations and community groups.

In larger responses, the Welfare function involves several welfare services organisations, which will require strong coordination to avoid duplications and overlaps in the identification, assessment and delivery of welfare services.

The Welfare function may need to form clusters to ensure there is a manageable span of control. Each cluster will have a lead that is responsible for that cluster and reports to the Welfare Manager.

Clusters may include the welfare services arrangements that are articulated in the National Civil Defence Emergency Management Plan Order 2015 and that are coordinated by the National Welfare Coordination Group and Welfare Coordination Groups. These services include:

- registration and needs assessment
- inquiry
- care and protection services for children and young people
- psychosocial support
- household goods and services
- financial assistance
- shelter and accommodation; and
- animal welfare

The lead agency Controller may access pre-arranged emergency welfare services. Emergency welfare services arrangements are coordinated by CDEM Groups and/or the Ministry of Civil Defence & Emergency Management (MCDEM).

Recovery (in Response)

Recovery is responsible for:

- if appropriate, appointing a Recovery Manager and establishing core recovery team resources.
- maintaining situational awareness and understanding from a Recovery perspective.

- beginning initial recovery planning, including identifying what information gaps exist, and ongoing recovery arrangements including the recovery team and office (if necessary), financial arrangements, and other resources and facilities.
- discussing outstanding and ongoing needs of people and animals with the Welfare function.
- discussing key recovery messages with Public Information Management (PIM) to ensure that messages are consistent priorities are aligned across all levels of response and into recovery, ensuring that PIM are aware that public information management will need to continue into recovery.
- establishing and maintaining liaison and communications with key organisations and community leaders in affected areas, drawing on existing relationships and plans developed prior to the emergency and leveraging or aligning with the Operations and PIM functions. Establishing a key contact list for ongoing liaison with those involved in response in recovery.
- communicating with Governance (on recovery matters).
- holding briefings with the core recovery team (if established) to discuss consequences, new information and gaps, risks, response decisions and activities and recovery tasks.
- working with the Controller and Planning to plan and manage the transition from response to recovery; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Recovery aspects of the response.

Transitioning to recovery

Refer section 7.

Moving from response to recovery signals a shift in intent, objectives and priorities, including considering medium- and long-term priorities. The move must be carefully planned during response, managed and communicated as it formally transitions coordination and accountability from response to recovery leadership and wraps up the response phase. Both the Controller and Recovery Manager have leadership responsibilities during the shift from response to recovery to ensure that the process is seamless both from an internal organisational and community perspective and communicated. Using the holistic and integrated response and recovery approach will assist integrated response and recovery planning and a seamless transition.

Action required	Lead	Support
Complete a Response to Recovery Transition Report	Controller	Recovery Manager
Ensure that agencies, organisations and groups with a role in recovery are committed to their continuing role.	Recovery Manager	Controller
Prepare a Recovery Action Plan	Recovery Manager	Controller
Prepare for and conduct a Transition Briefing	Controller	Recovery Manager
Work with PIM and Strategic Communications to prepare and hold media briefings and communications, and ensure messages are consistent and accurate across all agencies.	Controller	Recovery Manager