Southern Cross University

CRISIS MANAGEMENT PLAN

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AMENDMENTS

Amendment No.	Date	Amended By
Version A	April 2005	
Version B	September 2006	
Version C	July 2007	
Version D	April 2010	

GLOSSARY

CMP	**Crisis Management Plan**
SCMP	**Subordinate Crisis Management Plan**
CRT	**Crisis Response Team**
CRC	**Crisis Response Controller**
CRB	**Crisis Response Base**
LEMP	**Local Emergency Management Plan**

1.0 PURPOSE

The purpose of this Plan is to detail the procedures to follow in an emergency situation to optimise the protection and safety of persons (stakeholders), the protection of property and the environment on university sites. The Plan is an Executive Management tool for the coordination of all activities in the event of a significant Crisis.

2.0 POLICY

To develop and maintain a Crisis Management Plan (**CMP**) to provide a framework that adopts an overall approach for the protection of life and property and to identify appropriate responses during and post Crisis activity. The **CMP** shall authorise the use of resources available and is to incorporate Subordinate Crisis Management Plans (**SCMP**) of individual work units within the University.

The **CMP** shall empower the Crisis Response Team (**CRT**) responsibility for the administrative coordination of a Crisis affecting the University.

Knowledge and understanding of this plan is essential to ensuring that the university is responsive to emergencies in an effective and timely manner maximising the safety of the University's community and property.

3.0 OBJECTIVES

- Overall coordination of response and recovery activities.
- Financial commitment as required which may bypass existing controls.
- Control and activation of resources to prevent escalation and to achieve prompt recovery
- Provide assistance to the university community as required.

4.0 SCOPE

4.1 Jurisdiction

Under the provisos of this Plan, the initial response to a Crisis situation is the responsibility of Safety and Security. Crisis occurring on a campus of Southern Cross University will be coordinated from the Facilities Management and Services office unless otherwise directed by the Crisis Response Controller (**CRC**). The Crisis Response Controller (**CRC**) shall be appointed by the Vice Chancellor and will normally be the Director, Facilities Management and Services.

4.2 Plan Assumptions

It is assumed that this Plan is one of a number of functional supporting Plans developed by individual Work Units within the University. The University CMP is expected to be a functional supporting Plan under the Lismore Emergency Management Plan (**LEMP**) or respective local area Emergency Plans, hence, Gold Coast, Tweed and Coffs Harbour Campus Plans would form supporting documents to respective local District Plans.

4.3 Geographical Area

This Plan has been developed to cover all University sites and is primarily designed to be centrally controlled from the main Campus however the CRT can be located to other campus as required subject to availability of suitable resources including means of communication.

4.4 Types of Hazards

The regions diverse climate conditions give rise to a number of hazards, the nature and environment within the University also gives rise to unnatural hazards that can be directly related to teaching and research infrastructure. These may be classified under the headings of Crisis Situations.

Crisis Situations can be classified as:

- Fire
- Bomb threat/incident
- Infrastructure/Technological failure (Minor or major event)
- Chemical spillage/Biological/Hazard
- Services (major) failure: power, water, air-conditioning
- Vehicle accident
- Environmental
- Flooding minor/major
- Earthquakes
- Demonstrations
- Medical Crisis
- Severe storms including hail damage
- Hostage or Siege situations
- Hazards: electrical, chemical, infrastructure
- Terrorism
- Academic fraud

4.5 Support and Interface with Subordinate Plans

This Plan is the Executive Management tool for Crisis involving the University. It is the coordinating instrument for all Subordinate Emergency Plans throughout the University. It shall also be a support Plan to the Lismore Emergency Management Plan which in turn supports State and National Emergency Management Plans.

This Plan is important to the response and recovery phases and as such, should always be used in the event of a Crisis situation.

5.0 GEOGRAPHICAL DESCRIPTION

The University has two major campuses and a shared campus in Coffs Harbour.

5.1 Lismore Campus

Located on 72 hectares and consisting of 26 buildings including office, teaching and laboratory facilities in addition to student residential accommodation. It is surrounded on two sides by natural bushland containing a number of significant flora sites. The campus has a sealed road network with three major entries and one

minor entry. The campus can be subjected to storm activity during seasonal periods.

5.2 Tweed Campus

The site consisting of a land area of 8,521m2 contains a three level building of 2,868m2. Construction was completed December 2001. The building fronts Brett Street and is surrounded on two sides by the Tweed Civic Base, a single story building and the South Tweed bowls Club of three levels.

5.3 Gold Coast Campus

The site located on 1.13ha of land at the Gold Coast Airport contains a four level building of 4,000m2

6.0 Incident Classification

Level	Incident Classification	Classification Plan	Examples
1	**Crisis**	A Crisis is where there is a real or immediate danger of injury or loss of human life and/or where there is a large impact on, or consequences for, operations or the university. May involve significant coordinated response by Emergency Services organisations and high-level coordination with external agencies by the Crisis Management Team. Activates SCU Crisis Management Team.	Natural Crisis causing widespread and protracted disruption to local community to which SCU provides support such as a building fire, Severe storm, extensive laboratory fire. Loss of life
2	**Major**	A major incident causes (or has the potential to cause) significant disruption to operations or the university (e.g. a relatively small incident may quickly escalate to a Crisis incident classification if it occurs in a critical area). The callout of the CRT will depend on the incident	Incident requiring evacuation of a building. Serious assaults on staff or students. Student demonstration. Injuries
3	**Minor**	Relatively small impact or consequence for operations or the university can be appropriately managed within normal management lines of control. No urgent emergency services required. Incident dealt with via standard operating procedures with normal line management reporting	General vandalism. Minor assault or anti-social behaviour. Minor injury to a person.

7.0 ACTIVATION

The activation of the Plan is twofold:

7.1 Immediate Response

In the event of a Crisis situation the immediate response is from the Safety and Security section. When it is safe to do so:

- An initial assessment of the event will take place by Safety and Security.
- Emergency Services will be notified as required in accordance with Safety and Security Operating Procedures.
- The Director, Facilities Management & Services will be notified and coordinate immediate response to contain and manage the situation.

7.2 Post-immediate response by Safety and Security

- Safety and Security will appraise and inform the CRC of the situation.
- A decision will then be made on further action under the provisions of the CMP.

7.3 Crisis Management – Plan, Prepare, Respond and Review

Crisis management utilises four phases of response:

7.3.1 Alert - This is the phase where notification of an impending Crisis situation is received or where initial advice leaves it unclear as to what response is appropriate. This phase involves consideration of the likelihood of a response being required and the nature of that response including its perceived consequence.

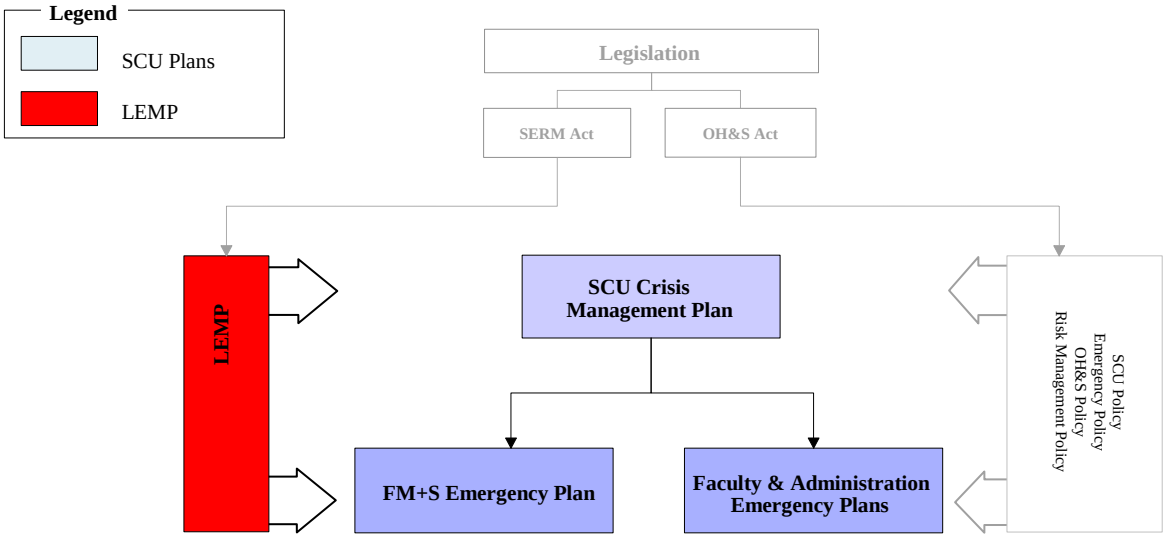
7.3.2 Standby - Standby occurs when advice received in the alert phase is sufficient to warrant preparatory activities in readiness for a response.

7.3.3 Respond - This is the phase where resources are to be dispatched and personnel and services are adjusted according to the CMP in preparation for the existing and impending consequences of the crisis.

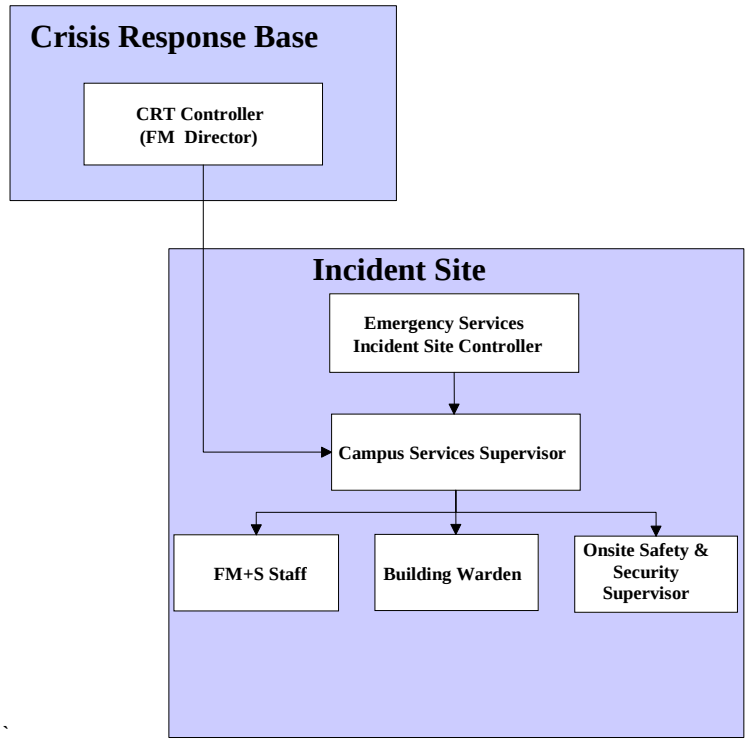
7.3.4 Stand Down - The phase where response is no longer required and action Plans are wound back and personnel stood down.

NOTE: In many instances time may not permit Alert or Standby Phases.

7.4 SCU Incident Plans



7.5 Incident Management Chain of Command



Note: Building Warden availability applies only during business hours.

Activation of the Crisis Management Plan

The **CMP** shall be implemented for incidents that meet the criteria of either Major or Crisis level incidents.

7.6 Control of Incidents

Facilities Management is responsible for initial control of an emergency incident on campus until the arrival of emergency services at which time the applicable agency will assume overall site control.

Emergency Agencies Legislated in charge of foreseeable emergency incidents

Incident	Combat Agency
Fire / Bush Fire	Fire Brigade, Rural Fire Brigade
Bomb Threat (written & telephone)	Police
Chemical Spillage (laboratory, bulk chemical store)	Fire Brigade, HAZMAT
Critical Power Failure (water, airconditioning services failure)	Managed internally
Vehicle Accident	Police
Student Demonstrations	Police
Hostage Siege	Police
Environmental Accident (bulk fuel and chemicals)	Fire Brigade, HAZMAT
Flooding (nature or defect)	FM+S
Severe Storm	SES, Fire Brigade
Robbery / Assault	Police
Chemical / Biological Incident	Fire Brigade, HAZMAT

7.7 Crisis Response Base (CRB)

The Crisis Response Base will be the Facilities Office located adjacent to the Printery. The CRC is equipped with resources required to manage and coordinate an effective response. A secondary or backup CRC shall be the Safety and Security Office which may require the temporary relocation of Safety and Security personnel.

This Facilities building is equipped with power (auxiliary), data and communication equipment including two-way radios necessary to operate a communications base. Toilets, shower and kitchen facilities are also available.

The Crisis Response Base location will be confirmed by the CRT Controller in the event that this building is damaged.

8.0 MANAGEMENT – LINES OF AUTHORITY AND RESPONSIBILITY

The Crisis Response Team (CRT) Executive Level of Command

1. **Vice-Chancellor**
   The Vice-Chancellor has overall authority and will be kept fully informed by the Controller and the Executive Director Corporate Services.

2. **The Executive Director Corporate Services**
   The Executive Director shall advise the Vice-Chancellor and formulate a comprehensive media strategy following the submission of a draft response by CRT.

3. **The Crisis Response Team** (**CRT**)

The Crisis Response Controller has 'site' responsibility following the declaration of a Crisis situation.

Members of the CRT

- Director Facilities Management & Services (Controller)
- Director Finance (Deputy Controller)
- Director Human Resource
- Director Student Services
- Executive Director Marketing and Communications or nominee
- Manager Student Support Services
- Risk Manager
- OH&S Manager
- Others as directed by the CRC/CRT as dictated by the circumstance of the Crisis

8.1 ACTION SHEETS

Action Sheets for the key operational members of the CRT are as follows;

ACTION SHEET

8.1.1 Director FM+S - Controller

1.0 Crisis Situation Alert

- Be advised of details of any crisis by Safety and Security Supervisor who is responsible for immediate response procedures.
- Be informed of action taken under the "Immediate Response" procedures under the **CMP** and determine the level of further response that is required for the situation.
- Decide if the **CRT** needs to be activated and whether other Executive members of the University are required.
- Advise Vice-Chancellor and Executive Director Corporate Services of situation.
- Be responsible for the implementation of the Facilities Management Services **SCMP** as required.

2.0 Response – Internal

- Be responsible for authorising the use of appropriate University resources to respond to an incident. Resources required will depend on the nature of the incident and may include any and all University resources from any area of the University.
- Determine which **SCMP** will be activated to respond to an incident.
- Ensure all available Facilities Management Services resources, internal and external, are available to respond to the situation to ensure essential services are restored and maintained.
- Ensure the Facilities Management Services **SCMP** is in operation.

3.0 Response – External

- Be responsible for ensuring that appropriate Emergency Service agencies are advised of the incident.

4.0 Conclusion of Incident (Close down)

- At the conclusion of a Crisis (dependent on the severity and scope), be responsible for:
  - Notifying all relevant persons that the incident has been resolved.
  - Arranging for the collation of documentary material relating to the incident.
  - Organising a debriefing and review of the incident and the University's response which is also to include a review of the CMP procedures.

ACTION SHEET

8.1.2 Director of Finance – Deputy Controller

1.0 Crisis Alert

- Be responsible for the implementation of the Finance **SCMP** and general communications
- Proceed to the nominated location where the **CRT** is to meet, if required.

2.0 Response – Internal

- Ensure all available resources, internal and external, are available to respond to the situation to ensure communication services are restored and maintained
- Control switchboard
- Ensure the Finance **SCMP** is in operation as necessary
- Liaise with relevant Services to ensure the security of university records.

3.0 Response – External

- Ensure SCU website is updated to report on situation as approved by the Vice Chancellor.

4.0 Conclusion of Incident

- Provide a report to the CRT as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses.

ACTION SHEET

8.1.3 Director Human Resources

1.0 Crisis Alert

- Be responsible for the implementation of the **HR-SCMP** and general communications
- Proceed to the nominated location where the **CRT** is to meet, if required.

2.0 Response – Internal

- Ensure all available resources, internal and external, are available to respond to the situation to ensure communication services are restored and maintained
- Control switchboard - assist
- Ensure the **HR - SCMP** is in operation as necessary
- Liaise with relevant Services to ensure the security of university records.
- Liaise with relevant Services and provide as necessary details from university records…. ie next of kin details
- Provide assistance to University community members and other stakeholders involved in the overall process.

3.0 Response – External

- Be responsible for ensuring that appropriate agencies are advised of the incident.

4.0 Conclusion of Incident

- Provide a report to the CRT as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses.

ACTION SHEET

8.1.4 Director Student Services

4.0 Crisis Alert

- Be responsible for the implementation of the Student Services **SCMP** and general communications
- Proceed to the nominated location where the **CRT** is to meet, if required.

5.0 Response – Internal

- Ensure all available resources, internal and external, are available to respond to the situation to ensure communication services are restored and maintained
- Control switchboard - assist
- Ensure the **HR - SCMP** is in operation as necessary
- Liaise with relevant Services to ensure the security of university records.
- Liaise with relevant Services and provide as necessary details from university records…. ie next of kin details
- Provide assistance to University community members and other stakeholders involved in the overall process.

6.0 Response – External

- Be responsible for liaising and ensuring that appropriate agencies are advised of the incident.

4.0 Conclusion of Incident

- Provide a report to the CRT as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses.

ACTION SHEET

8.1.5 Executive Director Community & Corporate Relations

1.0 Crisis Alert

- Be responsible for the implementation of the Marketing **SCMP** and general communications
- Proceed to the nominated location where the **CRT** is to meet, if required.

2.0 Response – Internal

- Ensure all available resources, internal and external, are available to respond to the situation to ensure communication services are restored and maintained
- Control switchboard and general inquiries including the Media
- Liaise with relevant Services to ensure the security of university records.

3.0 Response – External

- Be responsible for ensuring that appropriate agencies are advised of the incident.

Refer Item 14 – Media control example

4.0 Conclusion of Incident

- Provide a report to the CRT as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses.

ACTION SHEET

8.1.6 Manager Student Support Services

1.0 Crisis Situation Alert

- Proceed to the nominated location where the **CRT** is to meet.

2.0 Response – Internal

- Be responsible for the implementation of Student Support Services **SCMP**
- Ensure appropriate resource support.
- Be responsible for securing pertinent records.
- Provide assistance to University community members and other stakeholders involved in the overall process.

3.0 Response – External

- Liaise with Crisis services personnel and other government agencies regarding assistance measures.

4.0 Conclusion of Incident

- Provide a report to the CRT as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses.

ACTION SHEET

8.1.7 Risk Manager

1.0 Crisis Situation Alert

- Be responsible for the implementation of the Office of Executive Director of Corporate Services **SCMP**.
- Proceed to the nominated location where the **CRT** is to meet as required.

2.0 Response – Internal/External

- Be responsible for the implementation of **SCMP** as relevant to the situation.
- Assist the **Media Support Team** in the drafting of the Media Strategy for issuing by the Vice-Chancellor, Executive Director Corporate Services or elected spokesperson.
- Document all verbal and written instructions and procedures implemented by the **CRT** and Emergency Services agencies.
- Liaise with Insurance/Loss Assessor and other consultants as necessary
- Manage **CRT** resource issues.

3.0 Conclusion Report

- Provide a report to the **CRT** as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses

ACTION SHEET

8.1.8 Campus Services Supervisor

1.0 Crisis Situation Alert

- On notification of a Crisis by Safety and Security the Campus Services Supervisor will:
  - Ensure that the Safety and Security crisis operating procedures have been implemented.
  - Ensure the **CRC** is notified of the assessment/situation.

2.0 Response – Internal

- Be responsible for the implementation of the Safety and Security Sections' Operational Procedures.
- Coordinate the Safety and Security Section's post-incident response.
- Ensure the **CRC** is **constantly** informed of the situation and all responses.
- Assist in establishing the Crisis Response Base (**CRB**)

3.0 Response – External

- Ensure that appropriate Emergency Service agencies are notified of the incident
- Act as a liaison person and to **remain at all times** with the **Emergency Services Site Controller** and relay **constantly** to the **CRC** **all** information provided and current site status

4.0 Conclusion of Incident

- Provide a report to the CRT as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses.

ACTION SHEET

8.1.9 OH&S Manager

1.0 Crisis Situation Alert

- Be responsible for the implementation of the Human Resource's **SCMP**
- Proceed to the nominated location where the **CRT** is to meet, if required.

2.0 Response – Internal

- Be responsible for the implementation of individual **SCMP** as relevant to the situation.
- Provide assistance to University community members involved in the overall process
- Assist **CRT** in the drafting of the Media Strategy for issuing by the Vice-Chancellor and/or Executive Director Corporate Services.
- Provide appropriate **OH&S** guidance
- Assist in managing **CRT** resource issues.

3.0 Response – External

- Liaise with Workcover or other authorities as necessary

4.0 Conclusion of Incident

- Provide a report to the CRT as soon as practicable.
- Make recommendations as necessary regarding practices and procedures to improve future responses.

9.0 FINANCIAL MANAGEMENT

Financial management of a Crisis is the responsibility of The Director, Financial Services. Some points to note in managing fiscal requirements are:

- Cost incurred by University personnel in responding to a Crisis situation will be funded by the University.
- Funds may be available to the University from State and/or Federal Governments for Crisis relief and recovery operations on a recovery basis
- Insurance coverage of University property may provide a source of fund recovery.
- Costs incurred will not necessarily conform to existing internal controls or other regulations.

10.0 TRAINING

The University will ensure that all persons included in the **CMP** will be provided with appropriate training in crisis response including team responsibilities in the event of a crisis.

11.0 REVIEW

The **CMP** will be reviewed as follows:

- On an annual basis.
- Within one month of any debriefing following the activation of the **CMP** or **SCMP** to deal with a crisis situation.
- As improvements to the **CMP** are identified or when significant changes which may impact on the **CMP** occur, example, statutory requirements.

12.0 SUBORDINATE CRISIS MANAGEMENT PLANS (SCMP)

Subordinate Crisis Management Plans **SCMP** shall be developed by all Work Units and link to the **CMP** being the Executive Controlling instrument of any crisis.

Work Units **SCMP's** should be written in simple format and include:

- Nomination of a Coordinator for each Work Unit
- Definitive lines of authority and responsibility
- Identifying potential Emergencies or Crisis situations
- Detailed action items
- A communications and reporting structure

Copies of these **SCMP** are to be made available to the Controller and to be recorded in the **CMP** under the **'SCMP' Annexure**.

13.0 Check Lists

Example of CRT member Role Summary and Action Check List

Media Co-ordinator - Role summary and action checklist

The Media Coordinator, in conjunction with the Disaster Response Controller, the Public Spokesperson and the Executive Director Corporate Services, is responsible for all critical incident media related issues. These will include message strategy, internal and external communications, media training for nominated spokespersons and establishing the crisis Media Support team.

***Pre*-critical incident**

- Agree with Incident Manager on the message strategy protocols
- Discuss and agree preliminary (standby) message strategies for approval of the Executive Director Corporate Services
- Prepare a methodology to identify and respond to rumours and false information flows
- Determine procedure for approval of media releases and statements and other communications
- Set up effective media monitoring facilities locally, nationally and internationally
- Establish effective media call logging system
- Establish and maintain links with local media, community leaders and relevant government authorities
- Confirm with the Director IT, Student Affairs Co-ordinator and Human Resources Co-ordinator the methods of communicating with, and updating, internal stakeholder audiences, including students and staff, during a crisis

During critical incident

- Ensure effective internal/external communications to all stakeholders including student representatives
- Work closely with the Public Spokesperson, the DRG Controller and Executive Director Corporate Services on message strategy prior to any interviews or media conferences
- Gain appropriate approval for any public statements, media releases or media conference strategies
- Ensure that the *Incoming Media Call Sheet* and media monitoring are put in place
- Establish controls for media visits to campus or incident location
- Co-ordinate media conferences where appropriate

- Brief Public Spokesperson on present situation, message strategy and developing issues
- Arrange for preparation and distribution of background material and media releases
- Monitor local, national and international media
- Continually monitor and respond to rumours and false information flows
- Ensure that switchboard and telephone response team are kept up to date with latest message.

***Post*-critical incident**

- Review communication strategies, processes and performance
- Evaluate response of stakeholders to messages and recommend communication strategies
- Build learning's into the Crisis Management Plan

Example of Response to a Disaster Situation - Toxic/Chemical Release

14.0 Threat

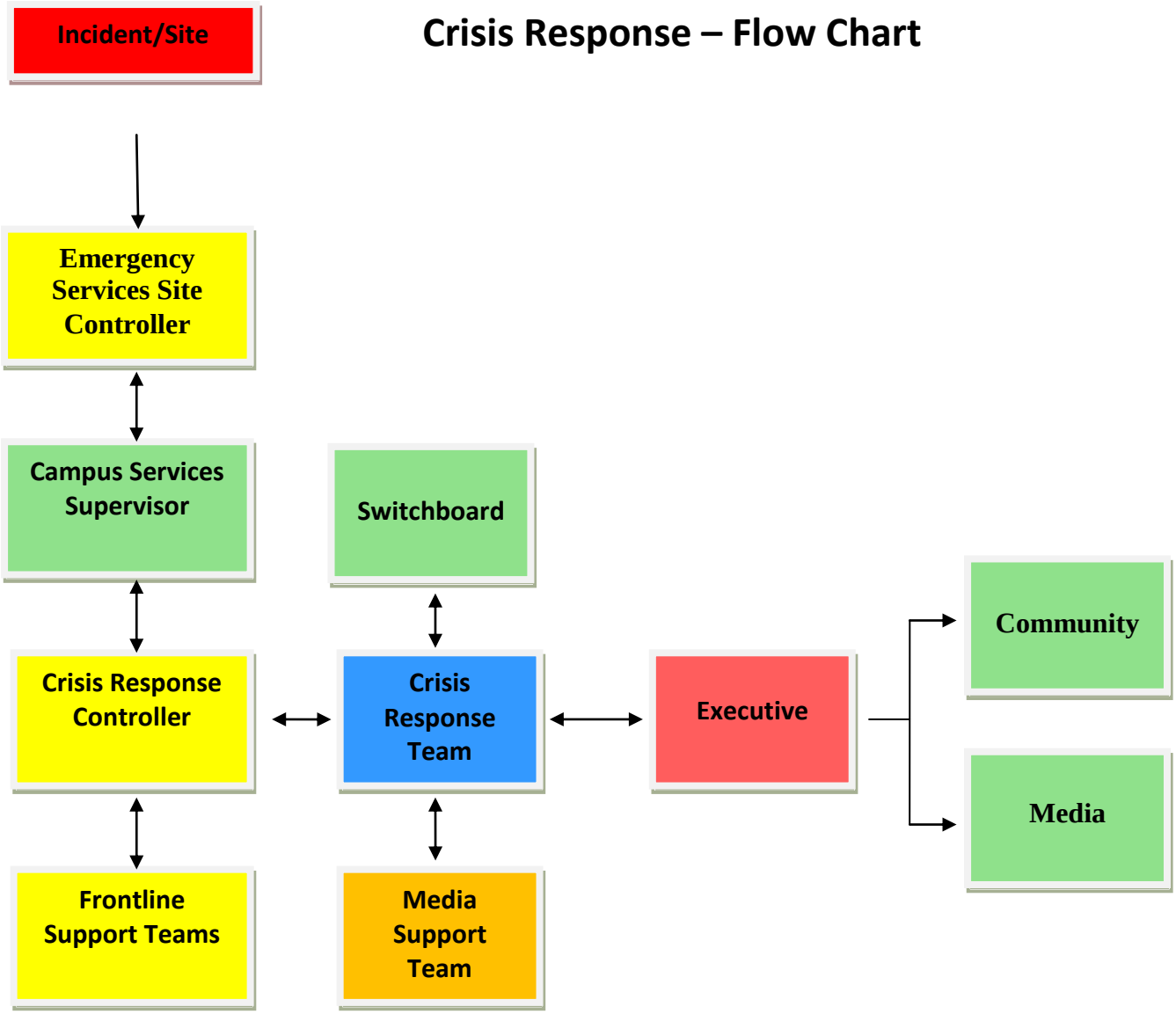
A chemical spill or atmospheric release occurs at a campus, creating an environmental and/or health issue, with the potential to cause soil, ground water, or airborne contamination.

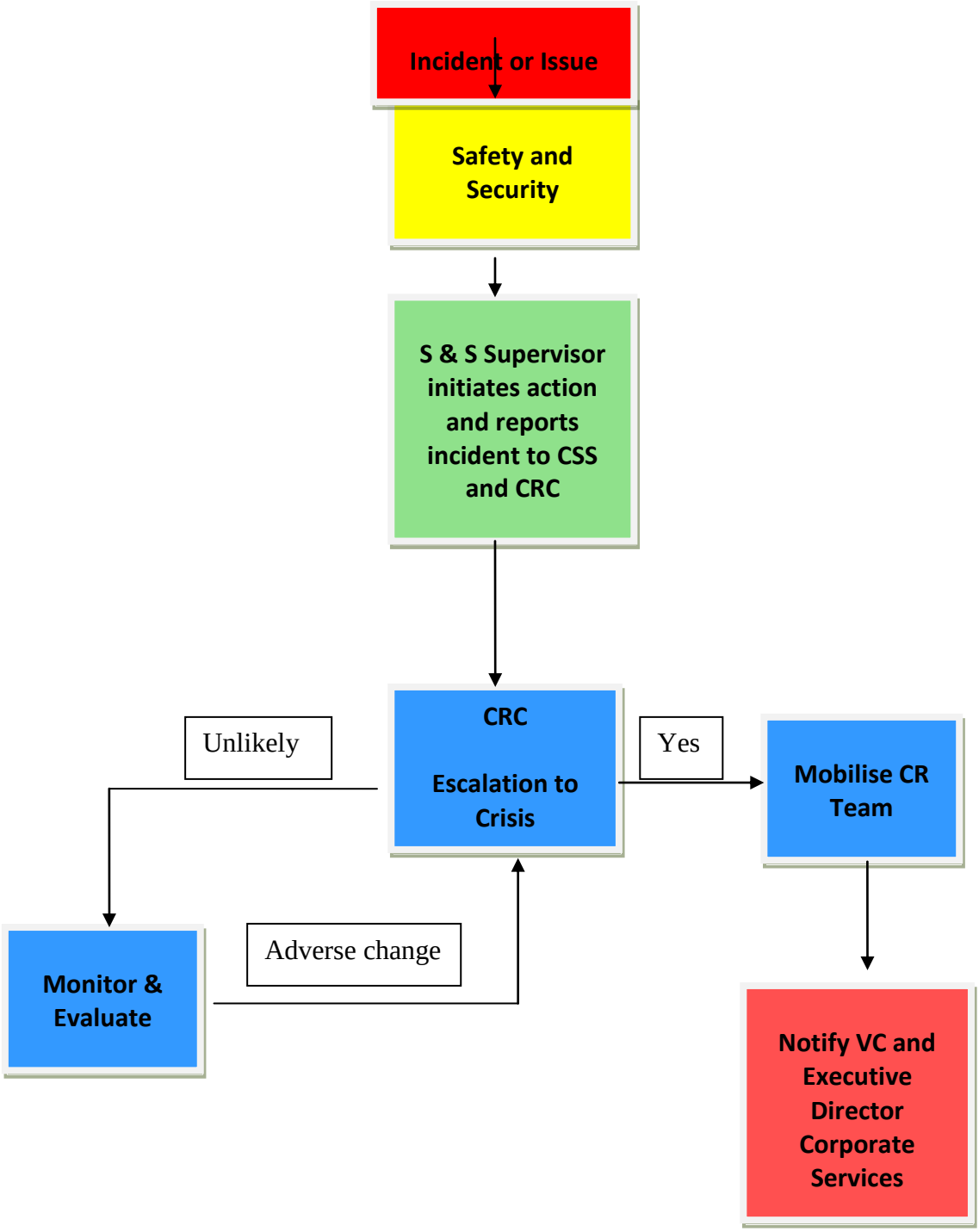
15.0 Response

- Ensure immediate implementation of any existing emergency and evacuation plans and call out internal/external emergency response teams
- Ensure safety and well-being of those on campus and those in immediate or potential risk, including neighbours and community
- If there is any danger to CRT personnel, re-establish CRB team at a safe location
- Secure the campus and any high-security or high-risk materials/assets
- Work with any specialist medical or technical advisors, and offer strategic direction and support to on-site personnel involved in control and containment
- Liaise, as appropriate, with internal and external emergency services, HAZMAT and police, particularly regarding any further hazardous materials
- As far as possible, ascertain from roll-call of those on-site the numbers of injured or killed
- Brief EPA, Government, line management, staff, students, contractors and key stakeholders
- With police, contact and inform any next of kin, and offer appropriate welfare and counselling services to them and any injured: consider liaison at hospital
- Develop and implement a message strategy, and gain approval for all internal, public, and media messages
- Examine need for, and ramifications of, campus closure and temporary cessation of operations or part thereof
- Determine extent of loss and formulate a recovery plan accordingly
- Consider all operational, commercial, legal, security, and insurance/risk management issues
- Where necessary, define and institute a strategic issues management program
- Liaise with internal investigative body, and any statutory or regulatory body regarding *post*-incident investigations
- Conduct de-brief and build findings into emergency, contingency, safety and health and critical incident management and recovery plans

16.0 ANNEXURES

16.1 Crisis Response



16.2 Incident Classification and Reporting

Incident Classification and Reporting