UNIVERSITY CRISIS MANAGEMENT PLAN

28 July 2013
V1.4

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The University of Auckland – Document reference:
UoA Crisis Management Plan
Prepared by: Performance & Risk Coordination Office
Approved by: Vice-Chancellor

Owned by: Director of OPCIO
First approval date: 20.12.2011

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1. EMERGENCY PROCEDURES SUMMARY

A range of emergency fire / evacuation notices are posted throughout Campus sites. In addition, there are numerous safety & emergency response plans and procedures that apply to specific Faculty and Service Division operations. This page summarises some generic procedures. Further details can be found in the various emergency procedures guides, manuals and contingency plans.

IN CASE OF FIRE:
1.   Sound alarm and warn other people.
2.   Dial (1) 111 and give details.
3.   Evacuate to nominated assembly areas and remain there until all clear.

IN CASE OF EARTHQUAKE:
1.   If indoors stay there and move clear of obvious hazards.
2.   If out doors move clear of obvious hazards.
When shaking stops:
3.   Check other people and treat injuries etc.
4.   Deal with other hazards created by earthquake, e.g. Fires, electrical hazards, etc.

IN CASE OF ACCIDENT:
1.   Arrange or render First Aid.
2.   Call ambulance (1) 111 if needed.
3.   Notify UNISAFE at ph x85000 or (1) 923 5000.
4.   Ensure accident scene is safe.
5.   DO NOT DISTURB THE SCENE.

If serious harm has occurred:
6.   Notify UNISAFE.
7.   Notify Health & Safety Manager.
8.   Manager to make Mandatory Notification and reporting to OSH (refer Health & Safety Manager).

IN CASE OF POWER CUT
1.   Evacuate the building if instructed to do so.
2.   In the event the power is out for more than 30 mins, and there have been no instructions, make your way out of the building.

IN CASE OF HAZARDOUS SUBSTANCE EMERGENCY / CHEMICAL SPILL
1.   Withdraw from the area and raise the alarm.
2.   In the event of an emergency or major spill call (1) 111 and give details.
3.   Render first aid if it is safe to do so.
4.   Isolate and contain the spill if it is safe to do so, if you are a trained & equipped responder.
5.   Notify UNISAFE at ph x85000 or (1) 923 5000.
6.   Notify Lab Manager or Hazards & Containment Manager.

EMERGENCY SIGNAL
Continuous ringing of Alarm Bell or an audible evacuation instruction (this signal varies from site to site).

ALL CLEAR SIGNAL
Verbal message to Fire Wardens to notify staff it is safe to return.

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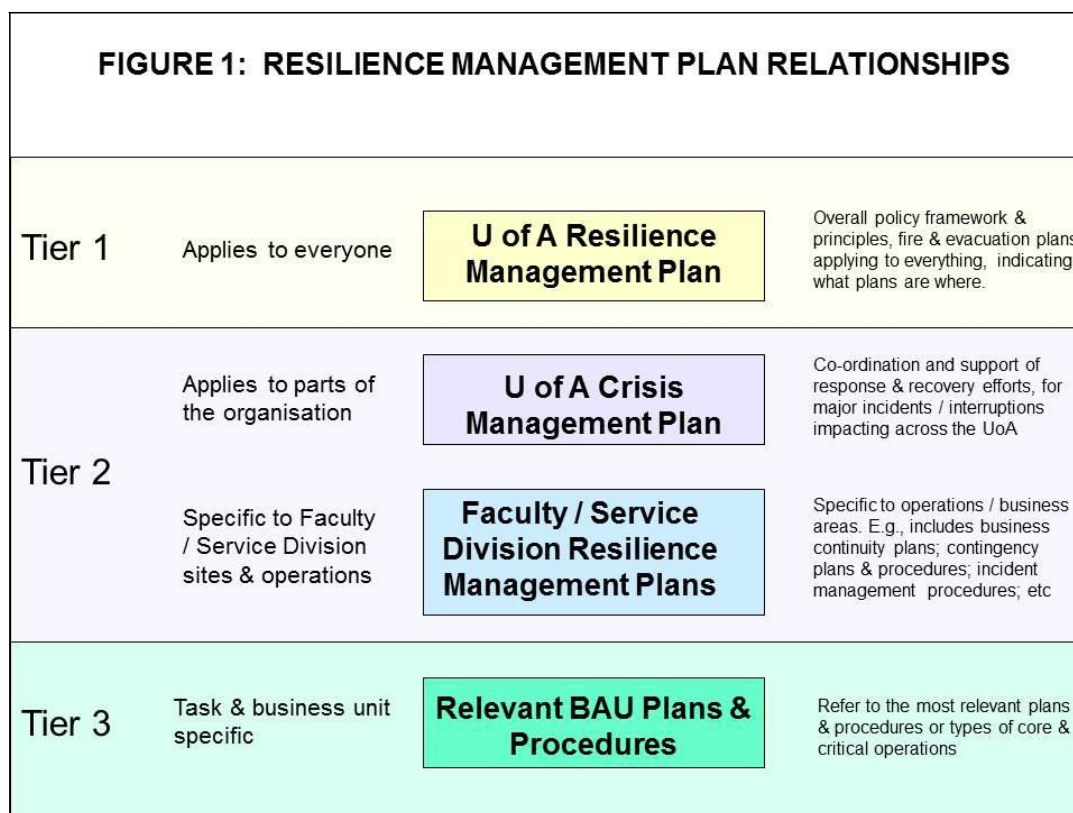
2. INTRODUCTION

2.1 Context

The purpose of this University of Auckland Crisis Management Plan is to set out the key required actions for the UoA Senior Management Team to effectively support a University response to an emergency or business interruption.

The University Crisis Management Team (UCMT) convenes if whole-of-organisation resources and or co-ordination are required by the Faculty / Service Division (F/SD) experiencing the emergency or business interruption, and whether there are significant organisational implications for the UoA.

The F/SD manages the operational incident on the ground, as described in their own suite of emergency plans, contingency and business continuity plans. A F/SD Resilience Response Plan overviews this suite of arrangements to enable a co-ordinated response to ensure restoration of business as usual (BAU) as soon as possible.

The UCMT considers strategic and reputational issues, and manages the interface between the F/SD response on the ground; and the UoA governance (the Council) and the authorities as necessary. Figure 1 shows the relationship between this University Crisis Management Plan and other resilience management & response plans in place across the UoA.

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FIGURE 1: RESILIENCE MANAGEMENT PLAN RELATIONSHIPS

Tier 1	Applies to everyone	**U of A Resilience Management Plan**	Overall policy framework & principles, fire & evacuation plans applying to everything, indicating what plans are where.
Tier 2	Applies to parts of the organisation	**U of A Crisis Management Plan**	Co-ordination and support of response & recovery efforts, for major incidents / interruptions impacting across the UoA
	Specific to Faculty / Service Division sites & operations	**Faculty / Service Division Resilience Management Plans**	Specific to operations / business areas. E.g., includes business continuity plans; contingency plans & procedures; incident management procedures; etc
Tier 3	Task & business unit specific	**Relevant BAU Plans & Procedures**	Refer to the most relevant plans & procedures or types of core & critical operations

Definitions

For the purposes of this Plan, key terms are defined below.

Resilience
Resilience is the ability of the University's people, places and systems to return to business as usual after an emergency and or interruption.

Emergency
An emergency is any unplanned event that can cause deaths or significant injuries to employees, students or the public; or that can shutdown University systems, sites, disrupt operations, or cause physical or environmental damage.

Business Interruption
A business interruption is any unplanned event that can cause more than minor disruption to business as usual (BAU) operations.

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Business Continuity Management
Business Continuity Management is an ongoing process that is supported by senior management, comprising all Business Continuity Planning, practices and processes. This includes the development, implementation and maintenance of strategies, plans, resources and actions to secure a managed response to an unexpected incident that impacts the operation of the University's critical processes.

Crisis
A crisis is an emergency or business interruption that has significant organisational implications, and requires whole of organisation resources and or coordination.

The activation of this Crisis Management Plan is at the discretion of Vice Chancellor or the Director Organisational Performance & CIO (DOPCIO), who is the Director of the Risk Office. This Plan can be activated while business as usual is carrying on in other parts of the UoA, and normal administrative procedures, management and governance arrangements are in place. Special arrangements & delegations should this not be possible are in place, as described in the Statute below.

University of Auckland Emergency Management Statute 2007
The Statute sets out the delegations to support the governance and management of the University for the duration of an emergency and any recovery period. In the Statute, "emergency" is defined as follows, in section 1.1 of the Statute:

"Emergency means an event, occurrence or circumstance beyond the control of the Council that:

    a) Adversely affects the premises, buildings or facilities of the University; or its supporting infrastructure; or its staff of students; such that a substantial part or parts of the University are required to close, be quarantined or restricted (at the behest of any local or national authority or voluntarily) for a period of more than five days; and / or

    b) Prevents the delivery or undertaking of normal day to day management functions; and

    c) Is declared such by the Council or (where for any reason the Council cannot pass a resolution, whether or not in a meeting) by the Emergency Cabinet.

An Emergency includes such reasonable recovery periods following any closure, quarantine or restriction as may be necessary to ensure the University is capable of resuming its normal day to day management and governance functions, in whole or part.

In the event an Emergency was declared under the Statute, this Crisis Management Plan would support the Emergency Cabinet in the conduct of their duties and decision-making."

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2.2   University Resilience Management Policy

1.   The University will ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency and / or business interruption event.

2.   The University will achieve this by:
  ❑ Maintaining effective resilience management systems to mitigate the adverse effects of interruption events and to enable timely and effective return to business as usual conditions; and
  ❑ Maintaining resilience response plans that enable timely and effective response to emergency and / or business interruptions.

3.   The University will regularly assess resilience risk across its organisation and operations to identify the critical functions and priorities for response and recovery efforts.

4.   The University's response priorities are:
  1. Safety & security of people;
  2. Protecting critical infrastructure and services;
  3. Maintaining the Universities core business functions of research; and teaching and learning; and
  4. Protecting the environment.

Applicable Plans
It is the role of the Risk Office, under the leadership of the Director of Organisational Performance & Chief Information Officer (DOPCIO), to determine alongside the F/SD Manager where Resilience Response Plans are required. Plans are prepared by the F/SD with input and guidance from the Risk Office.

This Plan (The University of Auckland Crisis Management Plan) sets out guidance for F/SD Managers to prepare their own Resilience Response Plans and/ or to ensure their relevant emergency, response, contingency and business continuity plans and procedures harmonise with it.

Key resilience response, contingency plans and procedures held at critical parts of UoA are described below.

The University of Auckland – whole of organisation:
  ❑ The University of Auckland Crisis Management Plan [this plan]
  ❑ The University of Auckland Resilience Management Plan

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❑ The University of Auckland emergency, fire & evacuation plans & procedures.

F/SD's that hold relevant resilience response & contingency plans include:

❑ Business continuity plans – all F/SD's
❑ Hazardous facility response plans & procedures (chemical, bio-containment, biosecurity, radiological) – applying to the Faculties of Science, Engineering and Health & Medical Sciences.
❑ Information Technology Services incident management, contingency & disaster recovery plans & procedures - ITS
❑ Security response & contingency plans & procedures – Property Services
❑ Student Critical Incident Response Plan – Campus Life & International Office
❑ Teaching & Learning Recovery – DVC (Academic)

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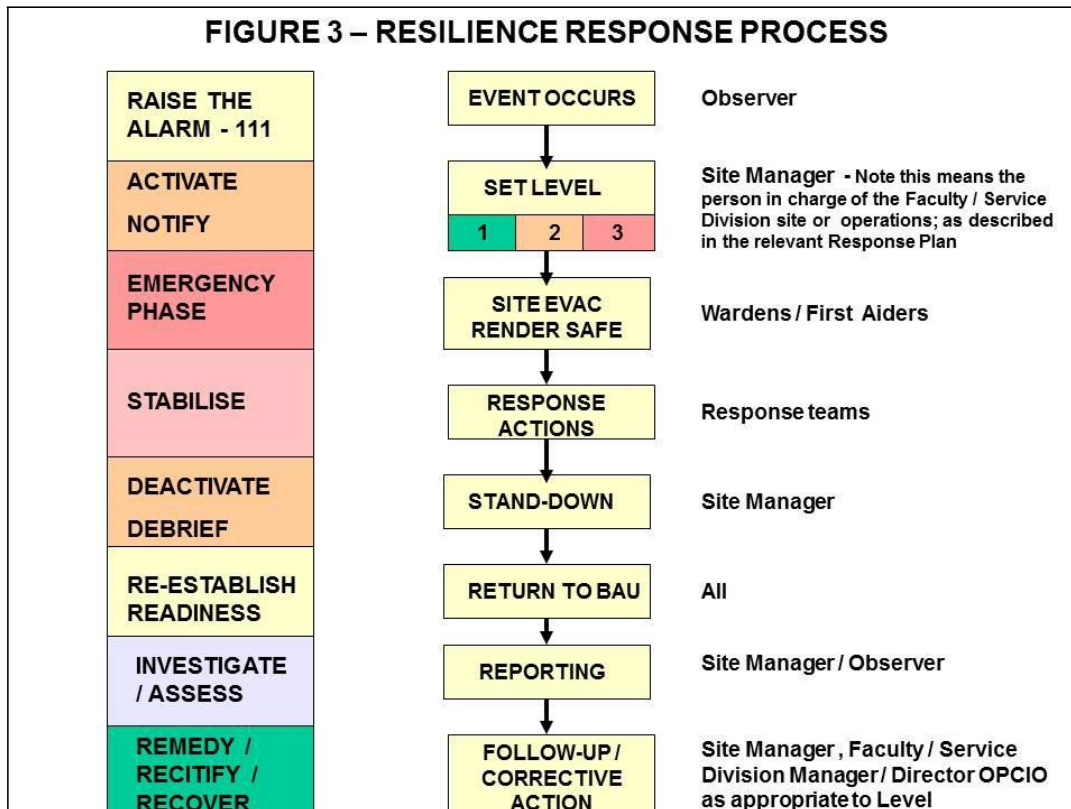
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2.3   RESILIENCE RESPONSE PROCESS

Faculty/ Service Division & site resilience response plans set out the way UoA responds to emergencies and interruption events, using a "4R's" approach (reduction, readiness, response and recovery), shown on Figure 2.

FIGURE 2 - 4 R'S OF RESILIENCE
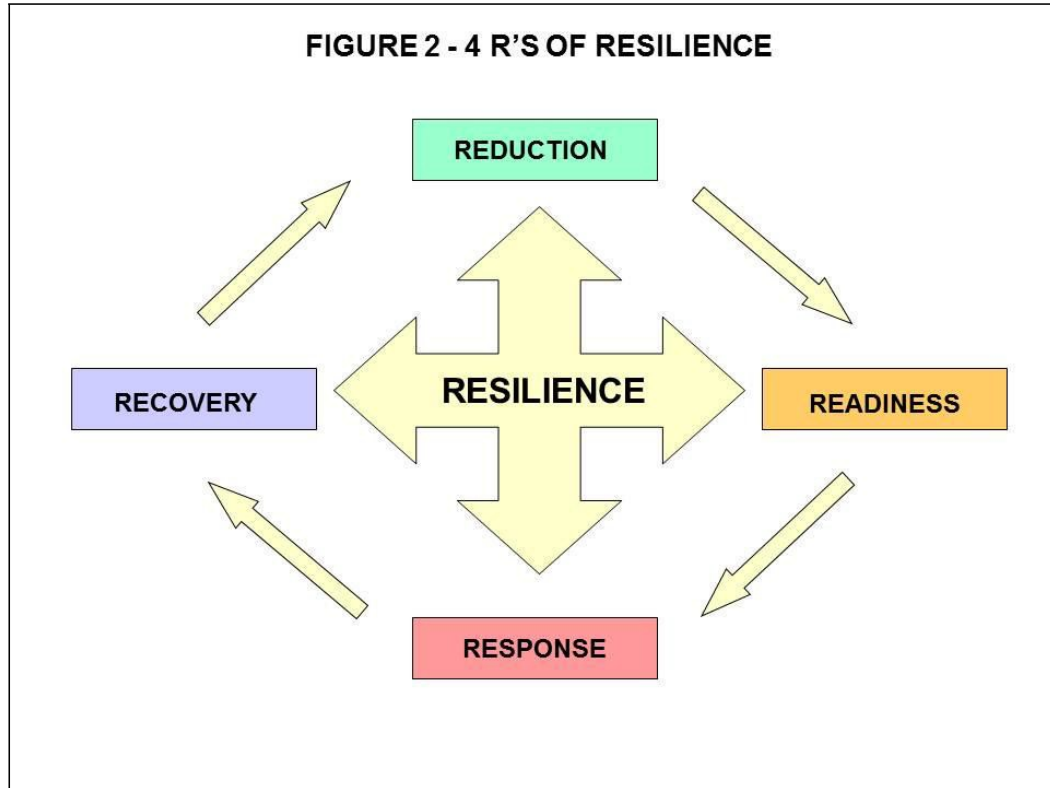
These plans refer to other Business as Usual (BAU) plans and procedures as appropriate, and focus on how UoA BAU critical services can be delivered during an emergency and or business interruption event.

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Figure 3 shows the resilience response process.

FIGURE 3 – RESILIENCE RESPONSE PROCESS

This process goes through a familiar series of phases to resolve the event, consistent with standard incident & emergency management disciplines. These phases include:

❑ **Raising the alarm / observation**. Knowing the event has occurred; and making emergency notifications as soon as possible, e.g., to emergency services if there is a need for fire, ambulance and or police response;

❑ **Activate / notify**. The observer (e.g. site worker, auditor or even a member of the public) notifies the F/SD Manager. The F/SD Manager makes the decision about the event level (i.e., its potential consequences), and if necessary activates the Resilience Response Plan. As shown in Section 4, the F/SD Manager lets UoA Management / Risk Office know in a timely manner;

❑ **Emergency phase**. Where there is imminent danger to staff, fire wardens facilitate evacuation, and first-aider's render first aid. This is the

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"fire & evacuation" phase, set out in notices posted around the campus, as part of the mandated health & safety management system;

❑ **Stabilise**. The F/SD response team carry out the pre-planned actions to stabilise the situation, under the control of the nominated Incident Co-ordinator (IC) (the F/SD Manager delegatee or alternate);

❑ **Deactivate**. The IC formally stands down the response, so everyone knows the response is over; and conducts a hot debrief; the initial debrief immediately after deactivation to poll impressions and learnings from the response team.

❑ **Re-establish readiness**. Things return to a BAU footing. Measures are taken to re-establish readiness; e.g., equipment and resources are replenished, and if necessary, undergo inspection and maintenance;

❑ **Investigate / assess**. The F/SD Manager, IC, incident observer and response staff contribute to the formal event report and investigation, and an evaluation of the response. Reports are kept on file, and available on request to the Director OPCIO.

❑ **Remedy / rectify / recover**. The F/SD Manager initiates any corrective action, or follow-up actions, in order to improve resilience. If appropriate the F/SD Manager formulates a lessons learned communication in association with the Risk Office.

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3.   UCMT CONTACT INFORMATION

This contact information is not included with the public version of this plan.

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4.   ACTIVATION & NOTIFICATION

4.1   Determining Activation Level

Each Faculty / Service Division determines the appropriate level of emergency and notification for the scenarios relating to their operations, as part of the planning and resilience risk assessment process. The levels are described below.

Figure 4 shows the event level, with <u>indicative</u> potential interrupt durations and notifications timeframes. Event levels at minor, moderate and major are calibrated by F/SD's in their plans, and determined by the scenarios their plans cover, and the types of critical function that can be potentially impacted.

FIGURE 4: EVENT LEVEL & RISK OFFICE / MANAGEMENT NOTIFICATION

STATUS	EVENT / EMERGENCY	INDICATIVE POTENTIAL INTERRUPT DURATION*	NOTIFY MGMT / DIR. OPCIO
LEVEL 3	MAJOR	> 5 DAYS	< 60 mins
LEVEL 2	MODERATE	< 5 DAYS	< 4 hours
LEVEL 1	MINOR	< 4 HOURS	< 5 working days
BUSINESS AS USUAL (BAU)			

*- As specified in response plans – this will vary between critical functions; and Faculty / Service Divisions

MGMT – management ; DIR OPCIO – Director Organisational Performance & Chief Information Officer (who is the Director of the Risk Office)

The work done by F/SD's as part of their business continuity planning process identifies critical business functions across UoA and the significant interruption periods for key scenarios that constitute a minor, moderate or major interruption duration.

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The objective of this pre-planned and staged notification process is to ensure that the Risk Office and the Faculty/Service Division Management learn about emergency and or interruption events in a timely manner. UoA Management, facilitated by the Risk Office, can then determine the implications for UoA and also be available to offer the assistance and resources the Faculty / Service Division will need to return to business as usual in the most timely and effective manner.

In addition, the Risk Office and Management are required to follow UoA risk disclosure framework, and notify management and governance depending on the risk and implications of the particular emergency and or interruption.

Level 1 events are minor, and are dealt with by the F/SD, and do not require additional resources for managing the event, and have a minor impact on UoA. Reporting / notification to management happens in the usual way as part of the BAU arrangements, and via the weekly UoA Situational Awareness reporting process that is coordinated by the Risk Office.

Level 2 events are moderate, and include those that require any type of mandatory notification to a government or law enforcement agency (for example Occupational Safety & Health, Ministry of Business, Innovation and Employment, or the Ministry for Primary Industries). The events effects may extent into or adversely affect other parts of the University operations and services. For these types of events the Risk Office is notified, and maintains a watching brief in case the event escalates to Level 3. Formal reporting is required to the Risk Office during and following the event.

Level 3 events are major. Impacts of the emergency or the interruption to critical services are likely to be significant. It will require external resources such as the emergency services and / or specialist response services. It also includes an emergency and or an interruption that happens outside of UoA, but significantly affects UoA (such as a natural disaster or major infrastructure failure). The Risk Office is notified as soon as possible, and the Director OPCIO or the Vice Chancellor determines whether the University Crisis Management Plan needs to be activated, and convenes the Crisis Management Team, as described in that Plan.

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4.2   Mandatory Notifications

Pre-planned procedures and protocols specify the mandatory notifications that are required, depending on the circumstances; to whom; how soon; who will make the call; and reporting / documentation that is required. Some of the more common ones are set out below. These will vary from operation to operation.

TABLE 1: MANDATORY NOTIFICATIONS				
Type of Incident	**Caller**	**Who to Call**	**Situation**	**Timeframe**
Fire / Ambulance / Police Emergency	Observer	(1) 111 Operator Security UNISAFE ph. x85000 or (1) 923 5000	Any emergency	As soon as possible after incident
Serious harm injury	Business unit supervisor / manager	(1) 111 Operator Security UNISAFE ph x85000 or (1) 923 5000 Health & Safety Manager Faculty / Business Unit Manager OSH - MBIE	Serious harm injury – any loss of consciousness; incident involving chemicals; where emergency services attend; where attendance at emergency room or hospital is required	As soon as possible after incident
Hazardous substance / chemical incident	Observer Business unit / lab manager / supervisor	(1) 111 Operator Security UNISAFE ph x85000 or (1) 923 5000 Hazards & Containment Manager	Any spill; suspicious fumes / smells, theft of chemicals or equipment	As soon as possible after incident
Radiological or radioactive source incident	Observer Business unit / lab manager / supervisor	(1) 111 Operator Security UNISAFE ph x85000 or (1) 923 5000 Hazards & Containment Manager Office of Radiation Safety (formerly National Radiation Laboratory)	Any incident: lost source, spill, loss of containment, contaminated or exposed personnel	As soon as possible after incident
Biosecurity breach	Business unit supervisor / manager	Hazards & Containment Manager Ministry of Primary Industries	Biosecurity or quarantine breach incident	As soon as possible after incident

Occupational Safety & Health, Ministry of Business, Innovation & Employment, Formerly Dept. of Labour

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5.   RESPONSE ORGANISATION

5.1   Response Structure & Actions

Response Structure

Figure 5 sets out an indicative response structure for Faculty / Service Division incidents. The type of response structure will depend on the specific operations and scenarios, and is up to whatever works for the Faculty / Service Division. Actual arrangements are set out in plans and procedures. Generic guidance is provided below.

FIGURE 5: INDICATIVE RESPONSE STRUCTURE - FACULTY / SERVICE DIVISIONS

Faculty / Service Divisions can use whatever structure they wish, providing it covers what people do and their roles & responsibilities within the response structure.

INCIDENT CO-ORDINATOR (IC)

SAFETY

DIR. OPCIO & SMT / UCMT

RESPONSE OPERATIONS
AS APPROPRIATE TO FACULTY / SERVICE DIVISION BAU OPERATIONAL AREAS, e.g.
Property Services
Security
ITS
Campus Life
International Office
Faculty of Science
Other faculty

PLANNING / TECHNICAL SUPPORT
RESILIENCE & INCIDENT MANAGEMENT ADVISORS
TECHNICAL SPECIALISTS
POLICY ADVISORS
MEDIA / PR ADVISORS

ADMIN / LOGISTICS
ADMIN
SECURITY
TELE / RADIO COMMUNICATIONS (equipment / systems)
LOGISTICS
WELFARE / HR
SAFETY
FINANCE
LEGAL
FACILITIES
INFORMATION / ITS MANAGEMENT

DIR. OPCIO – Director of Organisational Performance & Chief Information Officer
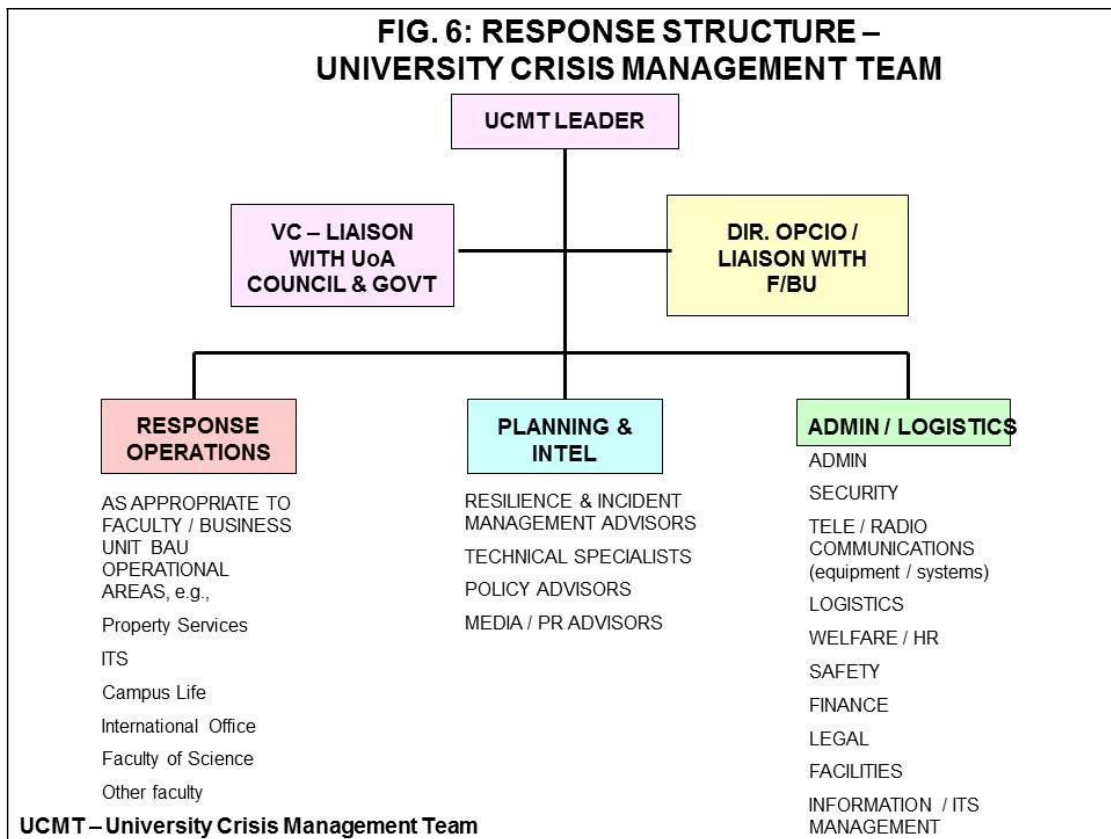SMT – Senior Management Team; UCMT – University Crisis Management Team

Someone needs to be in charge. This person is nominated by the F/SD Manager, and is usually referred to as the Incident Co-ordinator. The types of tasks that need to be carried out are:

- ❑ **Duty of care** - advice to the person in charge re: safety & security matters, to ensure the duty of care to all those involved in the response, and the public who could be affected;

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- ❑ **A linkage** into the University resources and support, and for major events, the Crisis Management Team – this is coordinated by the Director OPCIO;
- ❑ **Response Operations** (i. e., those carrying out the actual response);
- ❑ **Planning / technical support** (those advising the people in charge and the responders); and
- ❑ **Administration / logistics** (those enabling the response to happen, with money, resources, logistics, telecommunications, technical support and things).

Figure 6 shows the response structure for the UCMT. The VC and or DOPCIO convene a relevant group of UCMT members, depending on the nature and magnitude of the event. This can vary between a group of 3 or 4 key people, to a full activation. The response structures are fully scalable and flexible and are tailored to the unfolding events. Response actions for both F/SD response teams and the UCMT are described in the following sections.

FIG. 6: RESPONSE STRUCTURE – UNIVERSITY CRISIS MANAGEMENT TEAM

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Key Actions

Key actions to be taken in emergency and business interruption events are set out in F/SD plans and procedures. The following steps are generic, and identify activation, notification, and de-activation decision points. Actions specific to the Crisis Management Team are identified at Level 2, where the UCMT are put on watch; and at Level 3, where the UCMT are activated. Note that the actions of both the F/SD response teams, and those of the UCMT occur in parallel; each group has a different role to play. They link together via the liaison role that the Director OPCIO has. The F/SD team manage the response on the ground; and the UCMT provide resources, set priorities and support the response on the ground.

All Events

1. Person in charge of the site / operation (the "Responsible Person") is notified of the event.
2. The Responsible Person determines the Level of the Event, and notifies the F/SD Manager.
3. If Level 1, the F/SD Manager resolves the event under BAU.

Level 2

4. F/SD Manager determines what additional resources are required from the University and contacts the Director OPCIO.
5. The F/SD Manager manages the event, as described in their Resilience Response plans & procedures.
6. The Director OPCIO puts the University Crisis Management Team (UCMT) on alert.
7. The Director OPCIO or the Vice Chancellor decides whether to activate the University Crisis Management Team, and whether to escalate response to Level 3.

Level 3

8. The F/SD Manager manages the event, as described in their Resilience Response plans & procedures.
9. The Director OPCIO or the Vice Chancellor activates the University Crisis Management Team, which sets priorities and provides resources, coordination and advice to the F/SD Manager who is coordinating their response.

Stand-down & review

10. The F/SD Manager determines when the event is over and to return to BAU. The F/SD Manager formally stands down the event.

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11. The F/SD Manager conducts debrief, re-establishes preparedness and reports on F/SD response activities and effectiveness.
12. The F/SD liaises with the Director OPCIO for Level 2 and 3 events, with regards to follow-up and lessons learned; and reviews plans and procedures.

5.2 Roles & Responsibilities

Roles are assigned by the F/SD Manager for F/SD operations; and by the Director OPCIO / Vice Chancellor for the University Crisis Management Team.

Table 2 sets out generic resilience response responsibilities & authorities. Table 3 sets out specific UCMT responsibilities & authorities.

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TABLE 2: GENERIC RESILIENCE RESPONSE RESPONSIBILITES & AUTHORITIES		
Position	**Responsibility**	**Authority**
Responsible Person – Faculty/ Service Division Manager or Delegate	All site operations Decides to activate the relevant F/SD Resilience Response Plan Sets the event level Notifies F/SD Manager For Level 2 and 3 events, notifies the Director OPCIO Event reporting & follow-up	Activates the relevant F/SD Resilience Response Plan Appoints the Incident Co-ordinator Authorises resources and contractor assistance as recommended by the Incident Co-ordinator
Incident Co-ordinator (at smaller sites, the Incident Co-ordinator may also be the Faculty / Service Division Manager or Site Manager)	Manages response team and response operations Safety & security of Response Team Maintains F/SD incident log Notifies neighbours Liaises / co-operates with Emergency Services; and hands over incident control to them if directed to Debrief and event review	Evaluates event level Decides when event is over ("stand down") To discontinue response operations if safety or security is compromised Requests additional resources from Director OPCIO is required
Site Response Team	Respond safely as per the response procedures	To discontinue response operations if safety or security is compromised
University Crisis Management Team Generic Roles ♦ Director OPCIO ♦ SMT Key Leaders ♦ SMT Advisors ♦ Relevant Faculty / Service Division Manager(s)	Support the F/SD Incident Co-ordinator and provide resources required to respond to and effectively recover from the event Make / co-ordinate mandatory notifications and liaison as appropriate Handle legal and public affairs matters Event review, Lessons Learned and policy review if required	Make policy decisions Set priorities Advise Council Advise Ministers / Government as appropriate Media statements Customer liaison Financial support for response / recovery operations

F/SD – Faculty / Service Division

TABLE 3: CRISIS MANAGEMENT TEAM ROLES & RESPONSIBILITIES		
Position	**Responsibility**	**Authority**
Faculty / Service Division Incident Co-ordinator Responsible Faculty / Service Division Manager	Manages Faculty / Service Division response team and response operations Maintains F/SD incident log Safety & security of response team Liaises / co-operates with Emergency Services; and hands over incident control to them if directed to Event reporting Debrief and event review	Determines event level Decides when event is over To discontinue response operations if safety or security is compromised
University Crisis Management Team Leader	Leads the UCMT Leads the formal UCMT Event Review process Maintains incident log	Determines when to activate UCMT Stands-down UCMT response
VC	Governance liaison; keeping UoA Council briefed Government implications and briefings	Determines when to activate the UCMT Stands-down UCMT response University leadership Mandated authorities Governance advisor
Director Org Performance & CIO (Director Risk Office)	Co-ordination, corporate & support services for response & resource reallocation efforts Managing recovery to BAU	Determines when to activate UCMT Stands-down UCMT response Co-ordinates UCMT preparedness & capability building Existing authorities
Director Response Operations	Dean / Director of Faculty / Service Division undergoing event Support / guidance to UCMT, and F/SD Incident Co-ordinator	Existing authorities Reallocation of resources to support response & recovery
Registrar	Legal & policy support to VC, UCMT and Director Operations	Mandated authorities
UCMT Executive Officers	Executive support to DOPCIO, VC and SMT Minute taker and secretariat support to UCMT Maintaining contact lists and duty	Directing administrative support resources Existing authorities

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UoA Crisis Management Plan
Prepared by: Performance & Risk Coordination Office
Approved by: Vice-Chancellor

Owned by: Director of OPCIO
First approval date: 20.12.2011

Review date: 28.7.2014

TABLE 3: CRISIS MANAGEMENT TEAM ROLES & RESPONSIBILITIES		
Position	**Responsibility**	**Authority**
	rosters	
UCMT Team Members Advisors (as required) ♦ Director Administration ♦ DVC (Research) ♦ DVC (Academic) ♦ Director Finance ♦ Director Property Services ♦ Director HR ♦ Director Campus Life	Support & advise DOPCIO, F/SD Incident Co-ordinator and the UCMT; and to provide advice and resources required to respond to and effectively recover from the event Make / co-ordinate mandatory notifications as directed Handle legal and public affairs matters Event review, lessons learned and policy review if required	Existing authorities Reallocation of their resources to assist UCMT and response operations Advise DOPCIO, VC, F/SD IC and UCMT as required Advise Council as directed Advise Ministers / Government Media statements Customer liaison Financial support for response / recovery operations Audit and review Existing authorities
Advisors (as required) ♦ Manager Performance & Risk ♦ Director ITS ♦ Senior Communications Advisor ♦ Manager UNISAFE ♦ Manager Health & Safety ♦ Manager Hazards & Containment ♦ Others as required	As above	As above
Rest of Management Team & Advisors	Respective business activities Support UCMT in decision-making	Existing authorities Reallocation of their resources to assist UCMT and response operations

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6. CRISIS MANAGEMENT RESPONSE OPERATIONS MANAGEMENT LOCATIONS

All University Crisis Management operations are managed from the Crisis Management Emergency Operations Centre (CM-EOC1) on the 2nd floor, Alfred Nathan House.

In the event the designated EOC location has been evacuated or is unavailable, then Crisis Management operations are managed from the alternative locations set out below.

- ❑ CM-EOC 1 – 2nd Floor Alfred Nathan House
- ❑ CM-EOC 2 – Board Room, UNISAFE, 24 Symonds Street (Clock Tower building unavailable)
- ❑ CM-EOC 3 – Tamaki / Epsom / Grafton Campus (or as nominated) (e.g., power failure; or a minor / moderate building / services damage scenario)
- ❑ CM-EOC 4 – TBA – widespread geographical disruption; mobile operating site to be established.

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