University Emergency Response Plan (UERP)

(Incorporates the Emergency Management and Crisis Management Plans)

THE UNIVERSITY OF SYDNEY

The University of Sydney

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Foreword from the Vice-Chancellor

The University of Sydney is committed to fostering a safe and welcoming environment for our students, staff and visitors. We take safety seriously and the University Emergency Response Plan (UERP) is a vital element in our planning for emergencies on our campuses. The UERP provides direction and guidance to the University of Sydney and emergency services, to minimise impact of a disaster or emergency on the University.

The UERP is based on the four stage life cycle of emergencies – Prevention, Preparedness, Response and Recovery (PPRR). Understanding this lifecycle helps prepare for emergencies, respond safely and recover quickly and effectively. At each stage there are different core pieces of information, different processes and actions and different ways we connect with people. These stages change rapidly and often overlap.

Being prepared for an emergency is a shared responsibility and we all have an obligation to be responsible for our own safety. All central operations units, faculties, schools and departments should be familiar with and ready to cooperate with the procedures detailed in the UERP in the event of an emergency.

I encourage each of you to take time to familiarise yourself with this document.

Thank you for your support. I am committed to striving to keep our campuses safe.

Dr Michael Spence

Vice-Chancellor and Principal.

Committed to fostering a safe and welcoming environment for our students, staff and visitors.

Dr Michael Spence

Vice-Chancellor and Principal.

Introduction

The University of Sydney must be prepared to respond to any emergency that may affect our people, property and/or environment.

The University Emergency Response Plan (UERP) supports the health, safety and security of the University community, and aims to minimise disruption to those affected by a University emergency.

The UERP defines when University management is alerted and mobilised to provide support and direction to manage a University emergency.

The UERP outlines the emergency arrangements and details the activities required. It covers the roles, responsibilities, strategies and arrangements as well as the emergency management framework and response levels.

The UERP is based on the emergency lifecycle:

- **Prevention** - take actions to reduce or eliminate the likelihood or effects of an incident.
- **Preparedness** - take steps before an emergency to ensure effective response and recovery such as training and simulations.
- **Response** - contain, control or minimise the impacts of an incident.
- **Recovery** - take steps to minimise disruption and recovery times.

The UERP consists of this document as well as a Resource Kit, which can be updated as required with the approval of the University Emergency Planning Committee (EPC).

The UERP complies with the University's Serious Incident and Business Continuity Policy (2013), and is the Emergency Management Plan as outlined in section 8.1a of the Policy. It is based on the requirements of the AS 3745-2010: Planning for Emergencies in Facilities, and its amendments.

The UERP replaces the Site Emergency Management Plan 2009 (SEMP).

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must be
prepared to
respond to any
emergency
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Glossary and abbreviations

Term	Definition
BCP	**Business Continuity Plan** – a plan which assists restoration of business activities after a disruption by specifying the priority of tasks for recovery.
Chief Warden	A University member of staff who is appointed by the Safety Health and Wellbeing unit to coordinate and manage the initial response to local building incidents and emergencies. This person is the chair of a building or facility Emergency Control Organisation and has specific responsibilities under the UERP.
CIS	**Campus Infrastructure and Services** – Campus Infrastructure and Services comprises approximately 160 staff members across six divisions: Capital Works, Corporate Services, Events and Venue Management, Facility Management and Services, Planning, and Property and Development.
CMS	**Central Monitoring Station** – Campus Security Unit's Central Monitoring Station. Staffed 24 hours a day, monitors cameras, alarms and access control at every University site from their location at main campus.
CMC	**Crisis Management Committee** – a team of University executives who will form to address and manage a specific crisis (Level 3).
CMT	Refer to Crisis Management Committee, this term was used in the Site Emergency Management Plan 2009 (SEMP), it is no longer used.
CSU	**Campus Security Unit** – the unit within CIS that is responsible for the provision of Security Services and emergency response to the University.
Crisis	Abnormal or unstable situation that threatens the organisation's strategic objectives, reputation or viability (BS11200:2014).
ECO	**Emergency Control Organisation** – a person or persons formally appointed by Safety Health and Wellbeing (SHW) in consultation with line management to direct and control the implementation of a building or facility's emergency response procedures on behalf of the EPC. The ECO is responsible for providing reports and information through SHW to the EPC.
Emergency	An incident which is more serious and requires management coordination to address the broader implications.
FM&S	**Facility Management and Services** – coordinates Campus Assist, facility services, building maintenance, user funded works under $5000, grounds, security services and laboratory technical services.
DCIS	**Director Campus Infrastructure and Services** –The DCIS is the senior executive within the University who is responsible for the management and implementation of the UERP and the overall management of an Incident or Emergency.
EMPLAN	**NSW Emergency Management Plan** – The State Emergency and Rescue Management Act (SERM Act) provides the basis for emergency management in NSW. In particular, it specifies the establishment of Emergency Management Committees and the production of Emergency Management Plans.

Term	Definition
EPC	**University Emergency Planning Committee** - responsible for managing the Campus Response process including: Incidents, Emergencies and Crises, as well as the overall delivery of the emergency management framework at the University.
ERT	**Emergency Response Team** - whose primary responsibility is to provide support services for emergencies on campus.
Incident	An event (e.g. an alarm), which can be managed using local resources; possibly with some assistance from the Emergency Services (e.g. a quickly contained / completed single agency response) where there is no significant safety risk.
Incident Controller	**The Incident Controller** is the senior officer on site from the lead combat agency responsible for controlling the emergency incident.
LEOCON	**Local Emergency Operational Controller** - The LEOCON is a Police Officer who is formally responsible for overall direction, control and coordination of emergency response and recovery measures for their local area or when there is no designated combat agency. Otherwise they are responsible for coordinating support to the combat agency.
Site Controller	The **Site Controller** is a position appointed to a Police Officer, when significant coordination is required at an emergency site.
SELO	**Site Emergency Liaison Officer** – an internal University appointment, this person takes control of the situation before the emergency services arrive then liaises with emergency services at the scene of the incident.
SEMP	**Site Emergency Management Plan 2009** - the document superseded by this UERP.
UECC	**University Emergency Coordination Centre** – a room used to house meetings of the ERT during an emergency: The University has three rooms already set up to house these meetings however other rooms can be used at the discretion of the ERT Team Leader.
UBCC	**University Business Continuity and Crisis Management Centre** – an area within the University set aside for meetings of the CMC when dealing with a level 3 incident and / or Business Continuity Event.
UERP	**University Emergency Response Plan** - which is this document. This was formerly called the Site Emergency Management Plan 2009 (SEMP).
Warden	Staff nominated as responsible for facilitating a fast and efficient initial response to emergency situations within a defined area of a building.
SHW	Refers to the **Safety Health and Wellbeing** unit within Human Resources that oversees the delivery of Workplace Health and Safety within the University.
WHS	Refers to the unit within SHW which oversees **Workplace Health and Safety** within the University.

Scope

The University Emergency Response Plan (UERP) is a comprehensive document created to assist in the University's preparedness for, and response to, emergency situations.

The UERP is flexible enough to be applicable to any type of incident, emergency or crisis that could potentially impact the University, across all of its campuses and locations. It clearly outlines the procedures required to ensure effective emergency management, and also defines the roles and responsibilities of those involved.

The general principles outlined in this UERP apply to all University owned and operated facilities and other facilities leased by the University for University activities.

It applies to all staff, students, affiliates and visitors on University lands.

In situations where University staff and/or students are accommodated within another organisation (e.g. staff/students working within a NSW Health Facility) or the University leases property on another organisation's site (e.g. Australian Technology Park), the University staff/students will comply with the host organisation's emergency procedures. Periodically, the Safety Health and Wellbeing unit will assess the emergency procedures of the host organisation to confirm that they meet basic University requirements.

In situations where University owned property is leased to an external organisation, essential services that comply with the Building Code of Australia (BCA) and Australian Standards will be provided and maintained by the University and standard evacuation plans (including summary evacuation procedures) will be installed and provided to the tenants.

The UERP is for use by:

- The Emergency Planning Committee (EPC) members.
- Other University staff that are likely to be part of an Emergency Response Team (ERT) formed under this UERP in response to an emergency.

It can also be used as a reference tool by:

- Key Faculty members including academic faculties, schools, departments, institutes and other academes.
- Operational Unit Managers including all centrally provided University services e.g. Campus Security Unit, Safety Health and Wellbeing, Campus Infrastructure and Services, Human Resources, Student Support Services, Information Technology and Communications etc.
- Emergency Services and University staff involved in Level 1 incident response e.g. Security Patrol, Chief Wardens and Emergency Control Organisation team members.

University overview

The University of Sydney has a network of campuses in Sydney and beyond. Apart from the famous historical sandstone buildings located within inner Sydney, we also have a wide range of facilities in regional and coastal NSW.

The UERP applies to campuses that are wholly-owned, wholly occupied and/or operated by the University.

Sydney Based	
Camperdown/ Darlington Campus	**Location** Located on the western edge of the Sydney CBD, with two distinct 'sub-campuses': Camperdown and Darlington, divided by City Road. The campus is set within an area of approximately 50 hectares and contains over 230 buildings. **Population** Approximately 6000+ people are employed and located within the Camperdown/ Darlington campus. **Climate** The Sydney climate is temperate, having warm, sometimes hot, summers and mild winters. **Recreational facilities** The Campus is home to sporting and recreational facilities that host large sporting, cultural and entertainment events.
Cumberland Campus	**Location** Located in Lidcombe, 16 kilometres from the CBD, in the heart of Sydney's greater west. **Facilities** The Campus has a large health sciences library, specialised laboratories, health clinics and a sports centre.
Camden Campus	**Location** Located two hours south west of Sydney's CBD. **Facilities** Primarily farms and research facilities.

Sydney Based

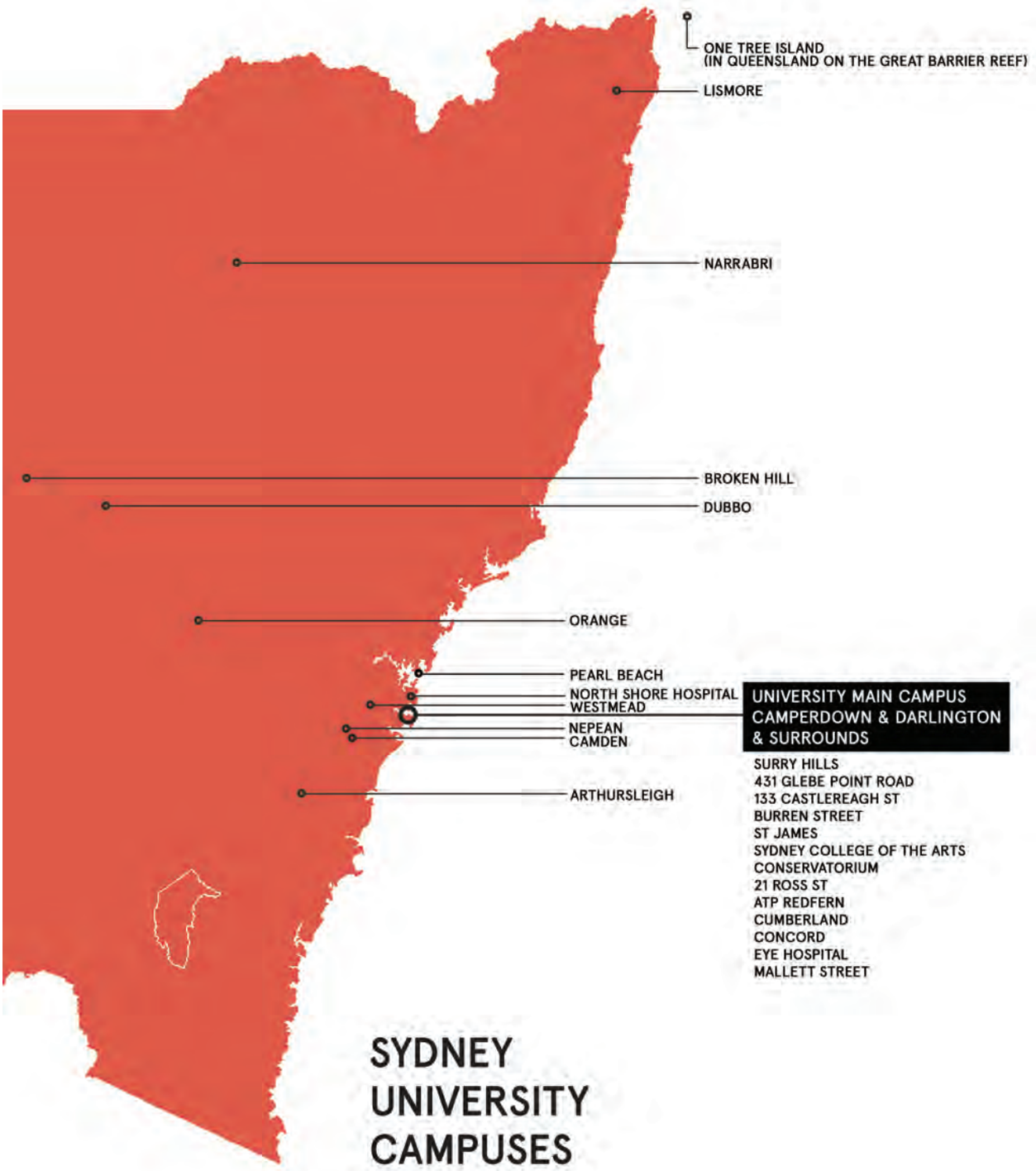
Mallett Street	**Location** Located on the western edge of the Sydney CBD, just a short stroll from the Camperdown/Darlington Campus. **Facilities** Home to the Sydney Nursing School; The Brain and Mind Centre and the National Health and Medical Research Council (NHMRC) Clinical Trials.
Burren Street Facility	**Location** Located at 128-146 Burren Street, Newtown. A short walk from the University's Darlington Campus. **Facilities** Burren Street has three University buildings located on this campus as well as two independently operated organisations: The Shepherd Centre and the Boundary Lane Children's Centre.
Rozelle Campus	**Location** Located on the shores of Parramatta River, Iron Cove, this scenic Campus comprises a beautiful collection of sandstone buildings set on spacious, green grounds. **Facilities** Home to the University's Visual Arts College, the studios are purpose-built for creating contemporary arts in a range of media, including: ceramics, film, digital art, jewellery and object design, painting, print media, photo media and sculpture.
Surry Hills Dental Hospital	**Location** Located in Chalmers Street, Surry Hills. **Facilities** The Campus houses the main offices of the Faculty of Dentistry, the Dentistry Library, teaching, seminar and recreational facilities, as well as the extensive facilities of the Sydney Dental Hospital.
133 Castlereagh Street CBD Campus	**Location** Located in the heart of Sydney's CBD. **Facilities** The University of Sydney Business School and the Sydney Law School run some classes here.
Sydney Conservatorium of Music (SCM)	**Location** Located in the Royal Botanical Gardens near the Sydney Opera House. **Facilities** 'The Con' is a world-leading music school boasting five concert halls, recording studios, and performance spaces featuring the latest in acoustic technology. The Campus runs a bustling calendar of concerts and events open to the public.

Regionally Based

Sydney Medical Schools	In addition to the Edward Ford Building on the main campus, the Sydney Medical School has staff based in different teaching hospitals and specialist clinics across NSW. These make up the University's School of Rural health. Locations include:
Lismore	**Location** The Lismore Campus is located in the Northern NSW town of Lismore. The Campus is placed within the Lismore Health Precinct, linked to the Lismore Base Hospital. **Climate** Lismore is a sub-tropical climate and is located inland within a 30-minute drive from the far north coast of NSW. Lismore is surrounded by small towns and hamlets and dairy and cattle farming. **Facilities** The Campus includes student accommodation, wards, state-of-the-art simulation, clinical skills labs, video conferencing and educational teaching facilities that offer placements across medicine, nursing and allied health disciplines. The facility offers a unique and exciting rural opportunity for students from all disciplines and a range of universities.
Dubbo/Orange	**Location** This Campus is split between two locations: Dubbo is a 5.5 hour drive north west of Sydney, and Orange is located in central west NSW, and is a shorter 3.5 hour drive west of Sydney. **Climate** Orange enjoys four distinct seasons: It has a relatively mild summer and cold winter, with occasional snow. **Facilities** Dubbo/Orange Campus has a close association with the Orange Health Service and Dubbo Base Hospital. Facilities include a Clinical Skills Lab, student accommodation, lecture halls, tutorial space and conference areas.
Narrabri	**Location** Narrabri is 521 km north west of Sydney. **Facilities** The Narrabri campus has 300 hectares of fertile, irrigable land which is available for planting the breeding nurseries for selection for agronomic attributes; the conducting of yield and quality testing; and pure seed production. This is complemented by laboratories, storage and workspace for the support of the routine operations of a breeding program.

Regionally Based

Broken Hill	**Location** The Campus is located in the far west NSW town of Broken Hill. **Climate** The climate is warm and dry. The average maximum temperatures range from the low 30s in summer; in the 20s during spring and autumn, and down to a very cool 12-18c in winter. However, it can get very hot: In January and February, it can soar into the mid-40s and stay there for days at a time. **Facilities** The Campus includes the Centre for Remote Health Research.
Pearl Beach	**Location** Located 60km north of Sydney at Pearl Beach on the Central Coast. **Facilities** Home to the Crommelin Biological Field Station, the Campus provides accommodation and basic laboratory and library facilities. It also provides access to adjacent wet and dry sclerophyll forests, sandy beaches, mangrove swamps and intertidal rock platforms.
Arthursleigh	**Location** Located in the Southern Tablelands town of Marulan near Goulburn. **Facilities** This 7900ha farm is operated commercially and used for teaching and research in pasture agronomy and animal science. It is a valuable teaching resource for the University as it allows access to wildlife areas and provides an ideal venue for field trips.
One Tree Island	**Location** This unique Campus is the world's only research station licensed to facilitate teaching and research on the World Heritage-listed Great Barrier Reef. The site spans four hectares of the southern end of the reef, and it remains almost completely free of human disruption or influence. The research station has helped facilitate breakthroughs in climate change, geology and marine observations. **Climate** Remote and subject to cyclones. Off shore. **Facilities** The University's Faculty of Science oversees this Campus. In addition to student accommodation, the Campus has three laboratory areas.



SYDNEY UNIVERSITY CAMPUSES

Emergency management framework and response levels

The University's overall emergency framework acknowledges the reliance on infrastructure, people and process. The design and maintenance of University infrastructure is paired with a range of operational procedures that need to work together to enable the effective response to emergency situations.

The emergency management framework uses a three-tier system to define the level of University response.

Level 1	**Incidents** which can be managed using local resources.
Level 2	**Emergency** events which become more serious and require management coordination to address wider implications.
Level 3	**Crisis** situations which are abnormal or unstable situations that threaten the University's strategic objectives, reputation or viability (BS11200:2014).

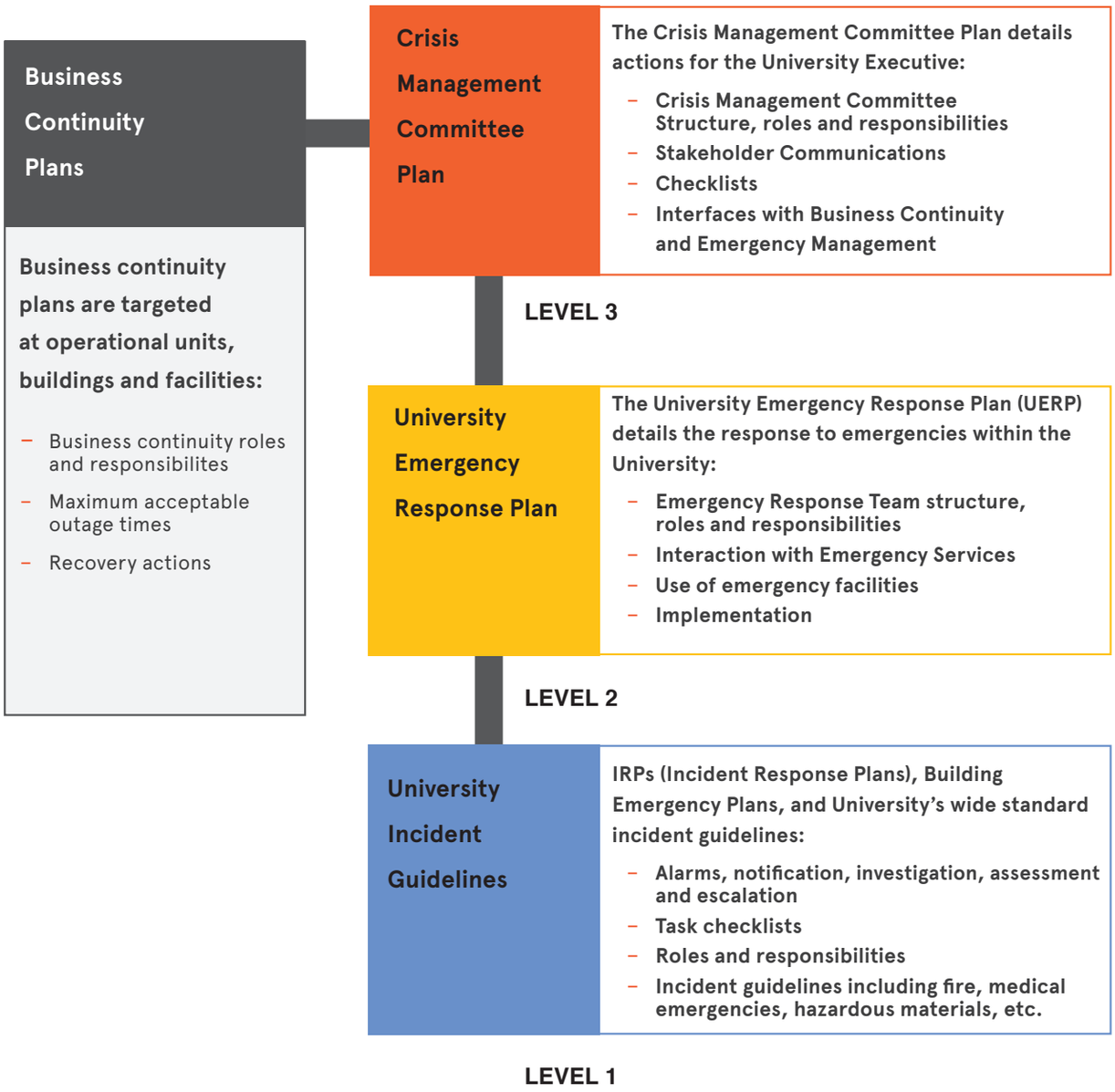
Generally most incidents and emergencies are physical in nature, such as a fire in a building, and involve a response from the emergency services.

However, the organisational processes, principles, and disciplines outlined in the UERP can be applied in the case of any event which disrupts University life.

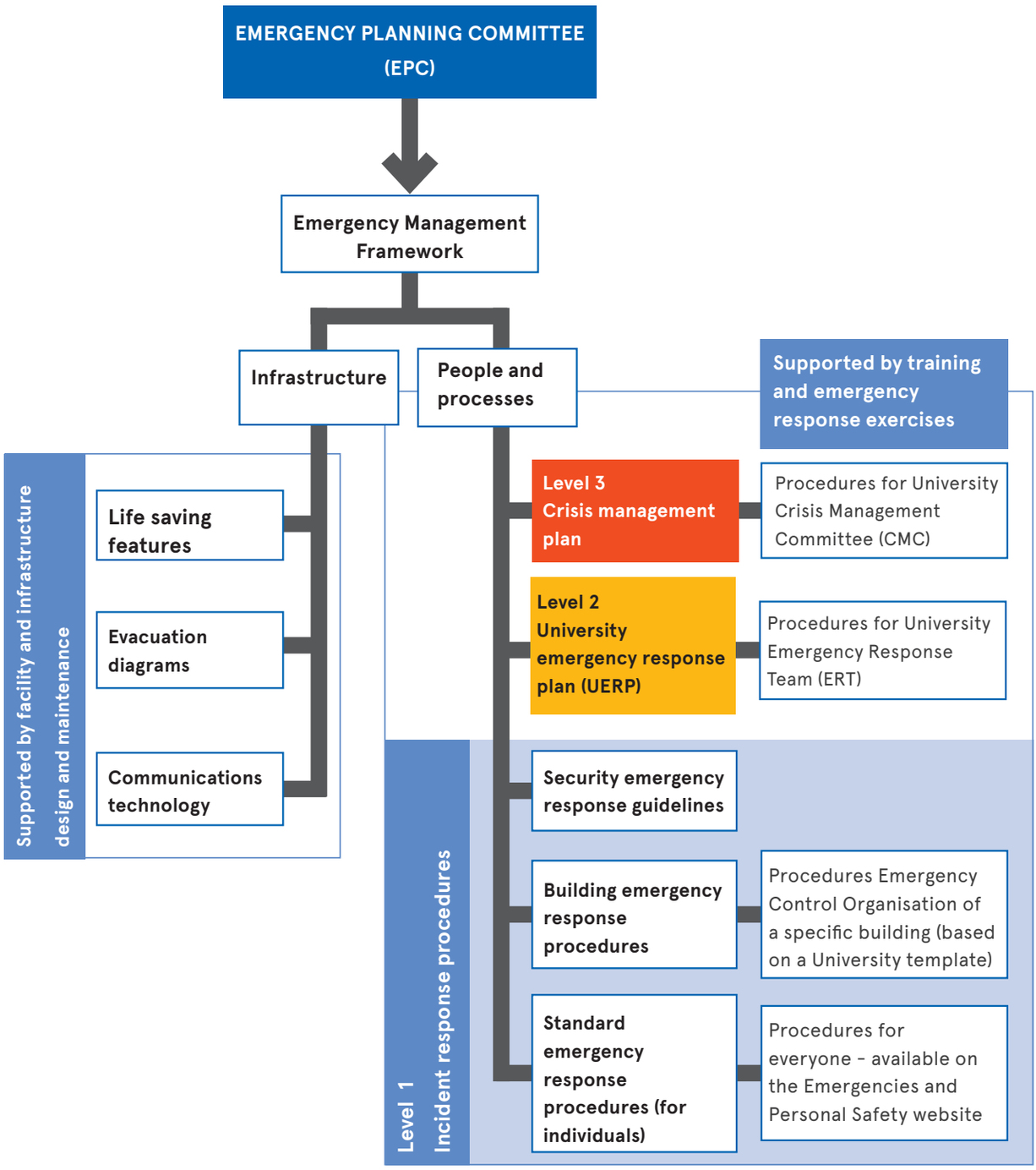
The emergency management framework interacts with the University's other incident, crisis and business continuity documents:

- Crisis Management Plan (level 3)
- Incident Response Plans (level 1)
- Business Continuity Plans targeted at operational units, buildings and faculties.

Incident, emergency and crisis response documents



The diagram below shows how the various operational procedures work together



Roles and responsibilities

The following groups have a specific role in the implementation of the University emergency management framework.

Emergency Planning Committee (EPC)

- Resourcing the development and implementation of the University's emergency management framework.
- Approval of all emergency response procedures.
- Ensuring that relevant emergency information is available to the University community.
- Monitoring the design and maintenance of facilities and emergency related infrastructure.
- Monitoring the implementation of building emergency response procedures in University owned and occupied buildings.
- Training staff who may be required to participate as a member of the University's Emergency Response Team (ERT) or Crisis Management Committee (CMC).

Campus Infrastructure and Services (CIS)

- Building design and compliance.
- Maintenance of life safety features including fire detection, compartmentalisation, emergency egress paths and occupant warning systems.
- Production and installation of emergency evacuation diagrams.
- Administration of the University Emergency Response Plan and Crisis Management Handbook.

Safety Health and Wellbeing (SHW)

Development of standard emergency response procedures for individuals.

- Embedding of the standard emergency response procedures for individuals within Work Health & Safety (WHS) induction for staff and students.
- Develop standard building emergency response procedures.
- Training and mentoring to staff appointed to positions within a building emergency control organisation (ECO).
- Liaison with Disability Services (for students) and Equity and Diversity (for staff) in relation to the development of personal emergency plans.
- Provision of counselling and support services for staff.

University Organisational Units (faculties and operational)

Emergency response is behavioural and requires the cooperation of a large number of staff and students from many different organisational units within the University. For this reason, emergency management has been embedded as a management standard within the University's safety management system.

The heads of organisational units (Deans, Directors, HOS/HOA) are required to:

- Promote the standard emergency response procedures for individuals with the staff and students within their organisational unit.
- Appoint local staff to positions within building ECO, e.g. Chief Wardens, Emergency Wardens and First Aid Officers.
- Allocating sufficient time and resources for building emergency procedures to be developed and implemented.
- Ensure that building emergency response procedures are implemented in the buildings that their staff and students occupy.

Chief Wardens are allocated responsibility for developing and maintaining local emergency procedures for a building in accordance with the University's standard building emergency response procedures. This includes the running of regular ECO meetings, and the planning and execution of local emergency exercises.

This is done in conjunction with support from Safety Health and Wellbeing.

Emergency Control Organisations (ECOs)

- Implement building emergency procedures to provide an initial response to an incident.
- Liaise with Campus Security.
- Support Campus Security and the emergency services with local information about the building.

Campus Security

- Response to all on-site emergencies.
- Provide incident management.
- Liaise with emergency services.
- Escalation of Level 1 incident to Level 2 emergency.

Student Support Services

- Promote standard emergency response procedures for individuals.
- Provide counselling and support services for students.
- Develop and maintain personal emergency plans for students with disabilities, via Disability Services.

University venues

- Provide relevant emergency information and support to individuals and organisations hiring University venues.
- Review event emergency plans in consultation with Campus Security and Safety Health & Wellbeing.

Teaching staff

University staff in charge of classes are required to lead and facilitate a safe and efficient response to emergency situations

All staff, students, visitors

- Keep exits and exit paths clear.
- Be familiar with the standard emergency response procedures for individuals.
- Respond to emergencies.
- Follow instructions of local emergency personnel, security and the emergency services.

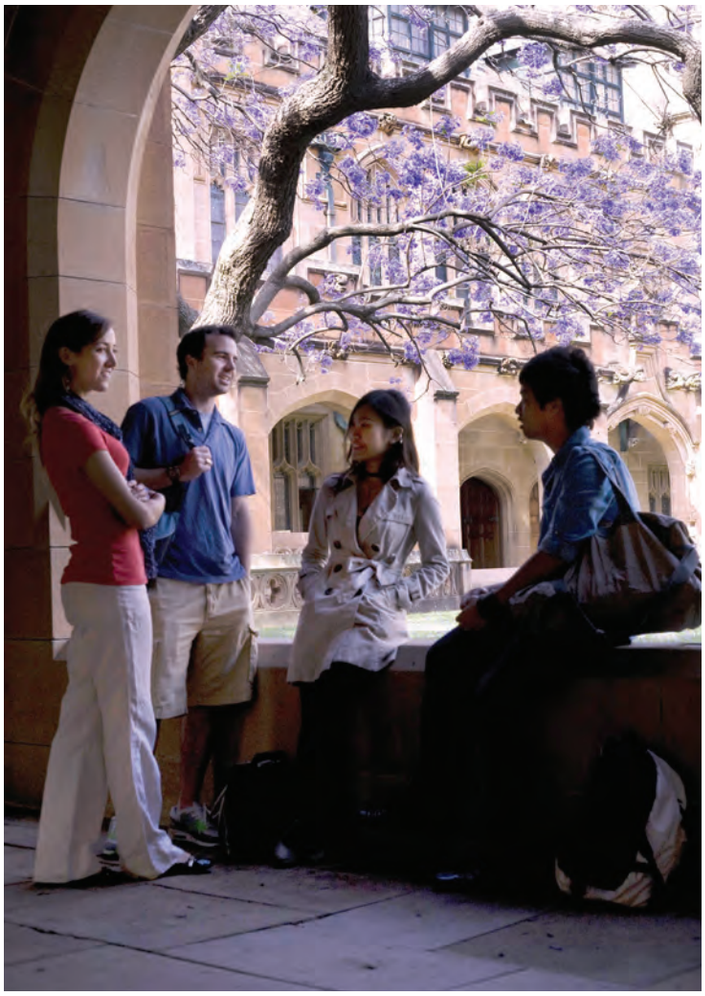
Incident support to students and visitors

Emergencies can be sudden and without warning, but always paramount is the protection of human life.

In a teaching environment, the staff member who is responsible for that lesson or unit of study is responsible for making sure that the appropriate response is followed by all the students in the room.

In the event of an emergency, visitors to any of our sites and within our buildings, are the responsibility of the person they are visiting, who should direct and help the visitor to follow the appropriate response.

In case of an incident, it is important that University staff make sure that students working within a laboratory environment are inducted in emergency procedures for that particular lab before commencing work. Additionally, an appropriately trained warden or staff member must be available to ensure that responses are followed as necessary, anytime that a lab is in use.



Key processes

Notification and initial assessment

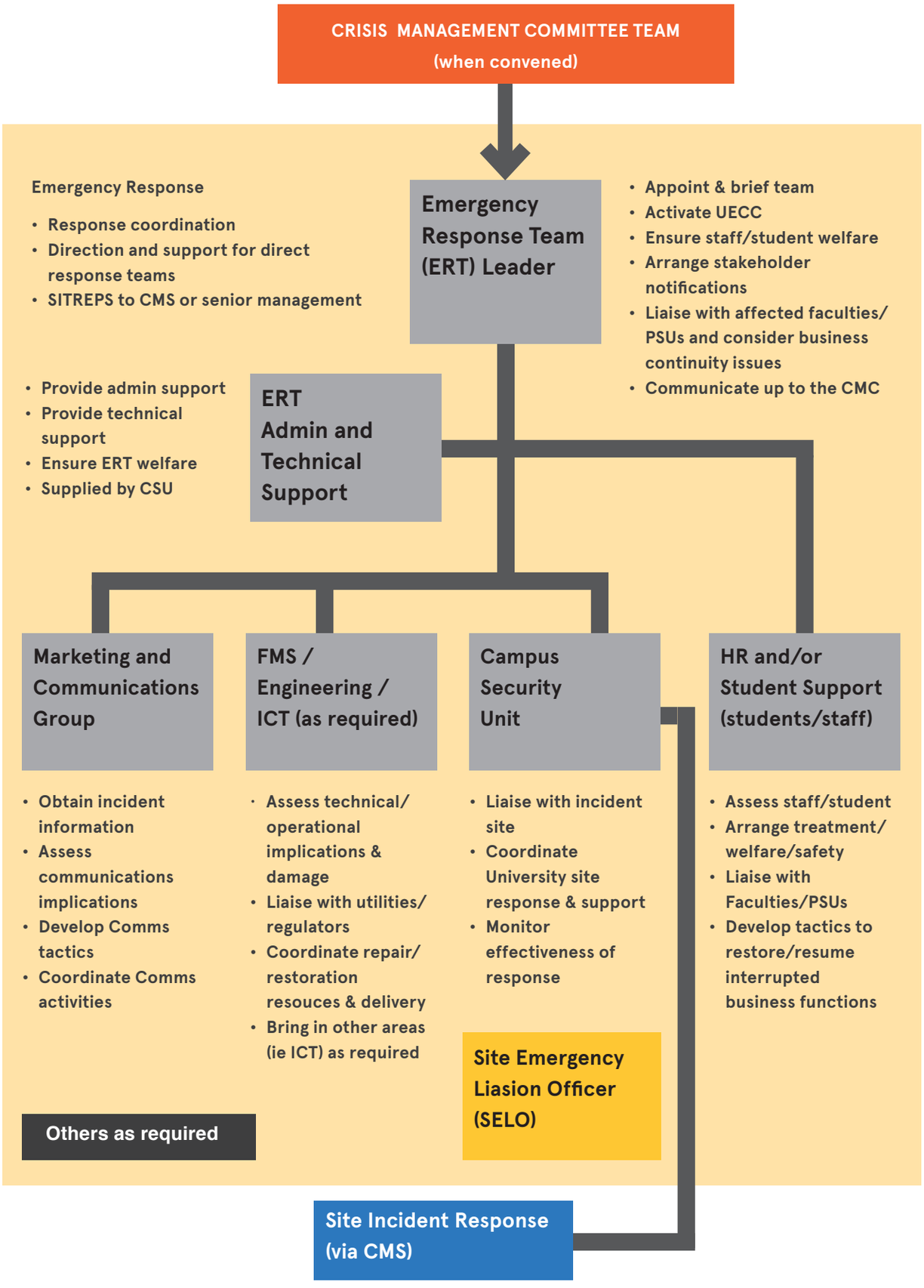
Level 1 Incident	The most senior response-trained University person on site (Building/Chief Warden, Campus Security Unit Patrol Officer or lecturer) is responsible for leading the first actions to deal with the incident. He/she MUST report by telephone to the Campus Security Unit (CSU), Central Monitoring Station (CMS)or if Emergency Services are required first call 000: All Campuses 02-9351-3333 24 Hours As further resources attend the scene, the Chief Warden (if present) will manage all in-building responses. The Campus Security Unit Patrol Officer(s) will assist to support this response but their primary function is to facilitate and support the Emergency Services response. If the Emergency Services are called, the CSU Team Leader must be informed and the senior Campus Security Unit (CSU) Patrol Officer will take on the role of Site Emergency Liaison Officer (SELO) when they arrive. (NB: The most senior Emergency Services Officer is known as the Incident Controller, and assumes control of the emergency site until he/she releases it back to the University). If the SELO, in consultation with the Chief Warden and CMS Operator, identifies that an incident requires management coordination to address its wider implications, the Central Monitoring Station (CMS) will inform the Manager Campus Security Unit or Delegate.
Level 2 Emergency	In consultation with Campus Infrastructure and Services (CIS) Executive (i.e. Divisional Manager FM&S and the Director Campus Infrastructure and Services (DCIS)), a decision will be made to activate an Emergency Response Team and a Level 2 Emergency declared. If necessary, the required team members will assemble in the University Emergency Coordination Centre (UECC).
Level 3 Crisis	If the situation escalates, a Level 3 Crisis may be declared. This is managed by the Crisis Management Committee (CMC) in conjunction with the ERT.

Assessment and escalation criteria

The following table indicates the type of incidents that are likely to stimulate notification, activation and escalation from a Level 1 (incident) to a Level 2

	Level 1 Incident	Level 2 Emergency	Level 3 Crisis
Safety	Isolated minor injury, whether medical attention is requested or not.	Multiple injuries, or significant ongoing threat.	Any serious public safety issue likely to attract significant media or political attention.
University Business / Staffing	Local disruption which can be dealt with locally: · Office / building evacuation · Temporary system disruption · Break-in causing police investigation.	Disruption requiring corporate / external resources to address: · Telephony failure · Significant power failure · Significant IT system outage · Fire sprinklers activated · Business failure by / of key supplier or service provider.	Long-term disruption to business systems: · Pandemic · Cyber-attack · Fire / smoke damage involving major clean-up/ repairs.
Violence against Staff / Students / Visitor	Student demonstration Isolated threat or attack, whether medical attention is required or not.	Trend of a large number of criminal attacks with similarities · Civil Disorder · Multiple attacks in the same locality · Multiple attacks on specific groups.	Mob violence leading to or threatening injury. Attack on staff/students using weapon or firearm (eg. active shooter, Improvised Explosive Device (IED), Terrorism).
Environment	Hazardous Material or other pollution. Minor spill / emission which can be dealt with internally.	Hazardous Material or other pollution. Spill / emission which requires external resources to mitigate.	Hazardous Material or other pollution. Serious spill / emission which attracts public outrage.
Public Health and Consumer Issues	Local short-term disruption to facilities: · Temporary loss of essential services · Pest infestation, inadequate insect control.	Significant or widespread impact on consumers: · Gas or chemical release from laboratories · Food poisoning at food outlet(s) · Short-term localised health issues, e.g. Legionella.	Serious or long-term impact on operations: · Malicious release of poison to buildings · Deliberate contamination of foodstuffs · Endemic safety / health issues attributed to University operations.
Infrastructure Issues	Local short term disruption to University activities.	Significant or wide- spread impact on university activities.	Serious or long-term impact on University operations.
Student/Staff Experience	Local on-site management issue.	Medium term disruption to facilities/GTS/Services.	Long term disruption to facilities/GTS/Services.
Media Attention/ Political Interest	Local on-site issue.	Short term interest as a news item with on-site media attention.	Intense or long-term media scrutiny / attack.
Determine the response based on the type of incident Consider if this should be managed through the Crisis Management Committee (CMC) or locally on site?			
Response	Managed through Standard Operating Procedures (SOPs) and Business As Usual.	Manage through Emergency Response and Campus Security.	Managed by the CMC in conjunction with the Emergency Response Team.
CMC Involvement	No CMC involvement required.	The DCIS and/or CMC Chair **MUST** be notified and a CMC meeting **MAY** be called.	The CMC Chair **MUST** be notified, A CMC meeting **MAY** be convened by the Chair or authority delegated to the DCIS to act.

Emergency Response Team (ERT) structure and roles



Roles of the Emergency Response Team members

As outlined in the diagram (previous page), the Emergency Response Team is made up of an ERT Leader and a specialist group of managers drawn from various departments across the University.

The ERT leader is chair of these various groups and is responsible for appointing and briefing the team. The leader is also expected to adopt a University-wide perspective when directing and supporting the groups.

In addition, the ERT leader is responsible for:

- Activating the University Emergency Coordination Centre (UECC).
- Ensuring staff/student welfare.
- Arranging stakeholder notifications.
- Liaising with affected faculties/ Operational Units and considering business continuity issues.
- Communicating up to the Crisis Management Committee (CMC).

The ERT managers are drawn from specific groups within the University that have relevant skills and experience to provide input on the ERT decisions.

The size of the team will depend on the scale and type of emergency, and will consist of the following groups:

Campus Security Unit (CSU)

Liaises with the emergency site, sources University support to deal with the incident and provides technical guidance regarding security.

Human Resources, Safety Health and Wellbeing Unit (SHW) and/or Student Support

These groups work as the People Group (drawn from the appropriate teams depending on who is effected) to ensure student, staff and visitor welfare is addressed during the emergency, and implement strategies to ensure support to effected people.

Safety Health and Wellbeing provides technical support around safety.

Marketing and Communications

The communications team is drawn from staff in the Marketing and Communications unit to coordinate all communications with staff, students, stakeholders and the media.

Emergency Response Team (ERT) administration and technical support group

Made up from relevant Campus Security Unit (CSU) staff, this group manages ERT administration, ensures provision of the technical systems and log keeping, and also deals with the Emergency Response Team's welfare and needs.

FM&S, ICT, CIS Engineering

Drawn from Facility Management and Services (FM&S), CIS Engineering, ICT or other relevant subject matter experts, to provide an infrastructure group that will support the ERT with the University's physical resources; liaises with essential services and contractors to procure needs appropriate to the incident; and informs regulators as appropriate.

Site Emergency Liaison Officer (SELO)

This person takes control of the situation before the emergency services arrive. The SELO is the most Senior Campus Security Officer at the incident site, or the ERT's delegate if there is no CSU staff on-site.

When emergency services arrive, if the situation is serious enough to warrant, the SELO will formally hand over the incident scene to the Incident Controller or senior police officer and:

- Liaise and coordinate between any Chief Wardens and the ERT as necessary.
- Liaise with the emergency services and the Site Controller (when appointed).

- Inform and liaise with University ERT Operations Group (when activated).
- Identify to the Site Controller any Chief Wardens or other University specialist, resources that may assist.
- Provides available site and technical information to the Site Controller as required.
- Liaise with the Incident and Site Controllers on termination of the incident.
- Debrief other University personnel at the scene and file a Security Incident Report and Riskware report.
- Determine, in consultation with appropriate University personnel, whether regulatory agencies such as Environment Protection Authority (EPA), SafeWork NSW and NSW Health need to be notified.

Further information

Each of these groups or individuals have specific roles in the ERT which are documented in the Resource Kit. Within the Resource Kit is also a specific ERT Pack which outlines for these groups their statements of duty and has the following information:

1. Specific role-based tasks.
2. Escalation guidelines for consideration of the group.
3. First response protocols.
4. Emergency contact details for relevant staff who may be needed during an emergency.
5. An individual log for relevant notes for their sphere of operations.

Emergency Response Teams – immediate actions

In the event of an emergency, initial responsibility rests with the Campus Security Unit (CSU). The CSU is the unit within Campus Infrastructure Services (CIS) that is responsible for the provision of Security Services and emergency responses for the University.

The Manager CSU is responsible for convening the University Emergency Response Team (ERT) in a timely manner.

Upon activation, the ERT initially meets in the University Emergency Co-ordination Centre (UECC).

Once the ERT convenes, the Manager Campus Security Unit will assume the role of the University ERT Leader and assign managers to ERT roles as per the above structure.

In the initial stages, all ERT efforts will concentrate on identifying and providing support and resources to stabilise and contain the incident.

Immediate actions required include:

- Gain an accurate summary of facts and response actions from the SELO, CSU Team Leader or CMS Operator.
- Set up the University Emergency Co-ordination Centre and assign UECC roles / resources to each ERT member, as necessary, to deal with the emergency.
- Assign a team member to be the log taker, recording all communications from site and emergency services liaison officers.
- Support and assist the ERT Security Operations / Site Teams; contain the incident.
- If required, send specialist personnel to provide assistance at site.
- Contact relevant stakeholders and update regularly.

Team operation

Once the Emergency Response Team has been designated, it is important that team members assemble as quickly as possible in the University Emergency Co-ordination Centre (UECC).

Team members should inform their Line Management, key staff and instruct key delegates.

The ERT Leader will convene a meeting which:

- Details the incident and the reasons for escalation.
- Resolves the ERT position allocations.
- Assigns members their tasks and responsibilities and location within the UECC.
- Identifies any additional University resources or skills required.
- Establishes contact and communication protocols.
- Determines the time for the next meeting.

This meeting should last no longer than 20 minutes.

In the initial stages, team members should work from their assigned areas in the UECC and ensure key stakeholders (including their own staff) are notified of contact details.

In an extended incident, the team should meet regularly (at least hourly) for updates and to review response progress, further needs and implications.

The ERT Leader is responsible for informing Divisional Manager, Facilities Management and Services regularly on the incident and the response plan. The ERT leader should also discuss any need to consider activating the University Crisis Management Committee and/or Business Continuity Plans, as per the UERP's Assessment and Escalation Criteria.

Information flow and log keeping

To ensure effective emergency management, it is crucial that all information relating to emergencies is recorded and communicated. This information should be made available to all ERT members at any time.

The Administration & Technical Support team, staffed from the Campus Security Unit (CSU), will maintain a contemporaneous log that will be updated with every decision and appropriate discussions.

The ERT Team Leader will allocate the log keeping duties to an individual and provide guidance on the information that should be recorded.

ERT members should regularly both provide and check input data with the log keeper.

In maintaining the log, emphasis should be on sharing:

- Clear and concise documentation of known facts.
- Accurate recording of time received and source.
- Actions taken / reasons for decisions made.

The SELO, in conjunction with the Emergency Services' Incident Controller and Site Controller, CSU Team Leader and CMS Operator, will provide input on site activities to the ERT Team Leader which will be logged.

Details of events and communications received or sent should be continuously added as events occur. Entries should not be erased until that information is permanently archived.

Logs must be readily available to all ERT members for review. They should be recorded so they can be electronically available at any time. These records will also require archiving to support investigations, regulatory reviews and possible legal challenges.

In the UECC, various mechanisms may be used to display master logs, including flip charts, whiteboards, and electronically displayed typed information.

Crisis Management Committee (CMC)

As outlined earlier in the UERP's Assessment and Escalation Criteria, some Level 2 emergencies have the potential to escalate to a Level 3 crisis.

In these cases, the Crisis Management Committee (CMC) will convene.

The CMC will focus on corporate issues, such as protecting the University's image, providing specialist inputs, and support to handle high level communications, operations, planning and administration functions relevant to a level 3 crisis.

This team of University executives will be convened by the DCIS in consultation with the Vice Chancellor or Provost (Chair CMC) and the Divisional Manager Facilities Management and Services.

Depending on the emergency, this team will meet at a location specified by the Director of Campus Infrastructure and Services (DCIS) or through a conference call.

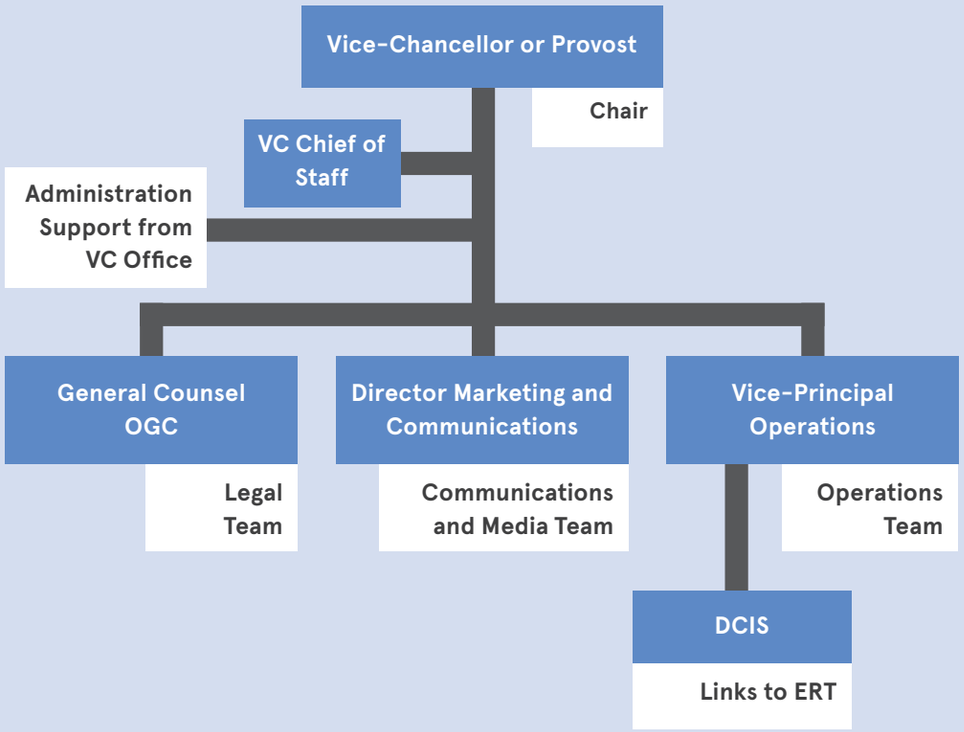
Members' responsibilities include:

- Provide support and advice to the ERT.
- Ensure resources are provided for operations, communications, planning & administration support as necessary.
- Provide approval for the actions of the ERT as appropriate.
- Deal with media concerns and positions.
- Ensure that the response strategy is evaluated strategically.
- Provide overall strategic review and approval of the University's recovery plan.
- Authorise the commencement of business continuity strategies as appropriate.

The Chair may decide, in consultation with the DCIS, to delegate to the DCIS the authority to act as the CMC until such time as a full meeting is arranged or considered necessary by the Chair. **This must be authorised via SMS or email**.

Full meetings may be as formal or informal as necessary to achieve these aims and are to occur at the discretion of the Vice Chancellor or his delegate. The CMC is made up of the following members.

Crisis Management Committee (CMC) members



Other members may be co-opted at the discretion of the Chair depending on the particular crises and the needs of the University to meet those needs.

Emergency services controlled incident

Some emergencies may require additional specific expertise and equipment from NSW's numerous emergency services. Some common hazards include severe storms and floods, while other more unlikely events could include earthquakes, major aircraft crashes and exotic animal disease.

In the event that the emergency services are called, the senior Campus Security Unit representative (or another person delegated via SMS or email) on scene will assume the role of Site Emergency Liaison Officer (SELO) and liaise with emergency services when they arrive.

Local Emergency Operational Controller (LEOCON)

Incidents that require assistance from emergency services will have a Police Officer appointed as Local Emergency Operational Controller (LEOCON).

The LEOCON is responsible for coordinating support to the combat agency.

A combat agency may be appointed in some emergency situations that require expertise to deal with the effects of specific major hazards.

If there is no designated combat agency, then the LEOCON is responsible for the overall direction, control and coordination of emergency response and recovery measures for their local area.

The LEOCON will establish themselves at the most appropriate location. This may include activating an Emergency Operations Centre at an external location.

In the event that an emergency crosses multiple sites or local government areas then a Regional Emergency Operations Controller (REOCON) will coordinate the emergency response. He / she will be located at the most suitable operations centre.

Site Controller

If an incident is larger in scale and complexity, then the LEOCON for the area will officially appoint a Site Controller.

The Site Controller is a position appointed to a police officer, when significant coordination is required at an emergency site – for example, if multiple services are summoned.

The Site Controller will establish Site Control and will request that each emergency service or stakeholder (University, utility, Government agency etc.) appoints a liaison officer who will assist the Site Controller with information and take direction as necessary. For the University, the liaison officer will be the SELO.

Until the site controller is officially appointed by the LEOCON, the senior police officer at the scene will assume all functions of Site Controller.

In the event that multiple services are summoned and a higher degree of control and coordination is required, then the senior police officer present will assume the role.

Once activated, the Site Controller will place him / herself at the most appropriate location. This may be at the incident site, or at the UECC. If the Site Controller attends the UECC, the University ERT Leader will become the University's SELO.

The Site Controller is responsible for:

- Coordinating resources.
- Tasking University assets, and resources.
- Determining the priorities of actions and individuals, other than the combat agency, at that site.
- Liaising with the ERT Leader or SELO.

Incident Controller

The Incident Controller is the senior officer from the lead combat agency who is formally delegated to take responsibility for controlling the emergency incident and is responsible for:

- Control of the overall situation at that site.
- Tasking agencies.
- Establishing procedures to identify and manage all risks.
- Providing a safe work environment.
- Keeping all relevant people informed and aware of incident progress.

Relationship to NSW Emergency Management Plan (EMPLAN)

In order to coordinate emergency prevention, preparedness, response and recovery operations with all emergency agencies, The State Emergency and Rescue Management Act (SERM Act) provides the basis for emergency management in NSW. In particular, it specifies the establishment of Emergency Management Committees to provide overarching strategic guidance, and the production of Emergency Management Plans (EMPLANs).

An EMPLAN is designed to ensure the coordinated response by all agencies having responsibilities and functions in emergencies, while acknowledging that no one agency can address all hazards and its impacts.

In particular, the EMPLAN is to:

- Provide clarity as to command and control, roles and coordination of functions in emergency management across all levels.
- Emphasise risk management across the full spectrum of prevention, preparation, response and recovery.
- Emphasise community engagement in the development and exercise of plans as well as in their operational employment.
- Ensure that the capability and resourcing requirements of these responsibilities are understood.

EMPLANs are required at state, regional and local levels and are the responsibility of the respective Emergency Management Committees (at each of these levels) to produce and maintain. For the University, the local emergency management area is the City of Sydney.

EMPLAN arrangements remain active at all times and underpin emergency responses to situations that may involve extremely serious incidents occurring:

- On the University grounds, or
- Externally, but which impacts the University (e.g. a natural disaster which may cause the University evacuation).

In both instances, the interface and management arrangements with the combat agencies and the University remain the same.

Termination of emergency and resumption of operations

The decision to terminate an emergency can only be made if the source of the emergency has been controlled, contained and neutralised.

This decision will differ if a Site Controller has been appointed:

- **If appointed**: The decision will be made by the Emergency Services' Site Controller in consultation with the ERT Leader.
- **If not appointed**: Decision can be made by the ERT Leader in consultation with Division Manager FM&S.

External permission for resumption of operations

In some specific cases, before normal operations can be resumed, permission MUST be received by the relevant Incident Controller (that is, the senior officer on site from the lead combat agency responsible for controlling the emergency incident) or NSW Police Force. For example;

- **Coroner**: if the emergency involved a death or substantial damage to property. There must be no interference with evidence pending any statutory investigations.
- Relevant **Health and Safety authority** (e.g. SafeWork NSW/NSW Health): if the emergency involved fire; death; serious injuries; substantial damage to property; release of Dangerous Goods or hazardous substances; or any other notifiable incident prescribed by local regulations.
- Relevant **environmental authority**: if there has been pollution of the environment.
- **Incident Controller or Site Controller** who coordinated the emergency operation.
- Relevant **planning authority**: if there have been actual or potential off-site impacts. (This includes the Ministry of Transport in the case of a road disruption.)
- Any other relevant authority, such as a local council.

Recovery strategy

Once an emergency has passed, the UERP enters its final phase: recovery. The goal of this phase is to restore not only the University's physical infrastructure, but also its emotional, environmental and economic wellbeing.

A site recovery strategy must be set up by the ERT in line with any local emergency services' plan so that the University and its communities can return to a proper level of functioning.

A number of emergency scenarios may affect the ability to maintain normal business operations, and require the activation of the University's Business Continuity Plans (BCPs) so that essential functions can be carried out or restored as according to their Maximum Acceptable Outages (MAOs).

Where there has been structural or mechanical damage to equipment, normal operations cannot resume until the ERT Leader (or his/her delegate) has initiated a thorough inspection by a qualified person and the incident area has been declared safe and ready to resume Business As Usual (BAU) by this person.

The ERT will establish a recovery plan that will include:

- Staff rehabilitation, rostering and welfare.
- Student rehabilitation and welfare.
- Reference to relevant Business Continuity Plans.
- Repair of damaged facilities.
- Environmental remediation in consultation with the relevant authority.
- Replenishment of emergency facilities, such as fire extinguishers, first aid and spill response kits and documentation.

Reporting and investigation – internal and external

Following termination of the emergency and restoration of normal activities, the ERT Leader will ensure that all internal incident reports and necessary external statutory reports are initiated in accordance with the University's safety incident reporting procedures via Riskware.

A preliminary report detailing the circumstances and activation will be sent to Divisional Manager FM&S.

The Divisional Manager FM&S will conduct debriefs in conjunction with the emergency services, Office of General Counsel and Safety Health and Wellbeing and will submit a comprehensive debrief report to the DCIS.

- All reports should be completed within 28 days, or the timeframe specified by external authorities.
- A formal investigation will consider:
- The cause of the emergency and the contributing factors.
- Mitigating actions taken.
- Effectiveness of response procedures.
- Preventive actions and/or procedural changes required.

Any recommendation for action or procedural change must be reviewed for approval/action at the subsequent meeting of the Emergency Planning Committee (EPC).

An incident report should be prepared in readiness should it be required by regulatory agencies.

University Emergency Response Plan

sydney.edu.au/campus-life/safety-security.html | 02 9351 3333

Produced by the University of Sydney, March 2016. The University reserves the right to make alterations to any information contained within this publication without notice.