



# Deakin University Crisis and Emergency Management Plan

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## 1 Introduction

Deakin University uses a systematic approach to the management of incidents or issues that seriously affect or may affect the University's people, operations or reputation. Where possible, this approach uses existing infrastructure and procedures.

The University has developed this approach to meet its legal requirements, standards of good governance and, importantly, to minimise the risk to its staff, students, partners and communities.

The University's approach brings together four elements:

- Emergency response (making people safe and minimising damage to assets)
- Emergency management (coordinating the emergency response and managing the recovery)
- Crisis management (addressing strategic business and reputation issues)
- Business continuity (maintaining business operations)

The application of these four elements will depend upon the situation and the good judgement of University managers and staff. For example, a major fire would involve all four elements whilst a major public controversy may only involve crisis management.

It will be rare that an Emergency or Crisis Management Team will be required. It is more likely that issues or incidents will be managed and resolved by (emergency) response teams at the operational level: matters will go no further than 'monitoring by Senior Executive member responsible'. Nevertheless, the University has put in place arrangements to handle the full range of incidents and issues.

## 2 Responsibility

The Chief Operating Officer, as the University's Emergency Coordinator, is responsible for the establishment and operation of the University's Crisis and Emergency Management Plans. The Business Continuity Management Subcommittee monitors and reviews the University's Crisis and Emergency Management Plans.

## 3 Risk Management

The Crisis and Emergency Management Plan provides a framework for the appropriate risk management of serious incidents and issues that may disrupt the operations of the University. This document is supported by plans that have been developed to address a range of risks that have been identified through the University's Risk Registers ([Appendix D](#)). The plans also contain sufficient flexibility to manage unforeseen situations. The plans are reviewed after incidents as well as being reviewed periodically.

Appropriate infrastructure and resources have been developed to support these plans. These include Wardens, Campus Emergency Coordinators and Crisis/Emergency Management Teams. Other resources that may be necessary in a major incident such as call centres and media teams have also been identified.

## 4 Recognising a major emergency

A major emergency is any event or business continuity issue that significantly threatens the commercial position or operability of Deakin University. Major emergencies will involve all or a substantial part of the University and have major actual or long-term consequences. Major emergencies require a coordinated operational response that deals with the control of the emergency situation and the restoration of normal business operations.

A major emergency can be triggered by a physical event such as a bushfire, chemical spill, gas leak, major fire or explosion, power outage, fatality or serious injury although it is possible that it may develop over time from smaller and possibly unconnected events. It will frequently involve some media interest and may be driven by perceptions rather than facts.

The University's Emergency Response Plan describes Deakin's arrangements to prepare for, respond to, and recover from a range of major physical emergencies.

## 5 Recognising a crisis

A crisis may be triggered by a physical emergency such as a major fire but most crises evolve gradually from less dramatic events. The crisis may be triggered by internal or external issues such as public safety, health concerns, major fraud, mismanagement or controversial academic activities. Routine or seemingly harmless activities may develop into a crisis after attracting the attention of government, regulators, interest groups, the public or the media. In addition, a simple emergency or minor issue can be turned into a crisis by being insensitively or poorly managed.

Crises can often be difficult to identify and can escalate very rapidly. They will almost always involve media interest on a national scale and they will frequently be driven by perceptions rather than facts.

## 6 International Emergencies and Crises

Deakin University has a large number of international students at its Australian Campuses and operates three overseas offices (New Delhi, Beijing and Jakarta). It also has numerous students and staff travelling regularly to overseas locations on University or individual academic business (for example, conference participation).

The purpose of this document is to manage emergencies and crises that affect the whole University and its operations. Deakin has well-established policies and procedures for major emergencies and crises involving Deakin students and staff overseas. In addition, there are guidelines on the management of a response by Deakin to an overseas disaster or emergency involving Deakin staff and/or students.

## 7 Notification process

The effective management of incidents and issues requires their prompt communication to the appropriate level of management. The Activation and Notification Matrix provides guidelines for the appropriate notification and escalation of issues and incidents ([Appendix A](#)).

Where an immediate emergency response is required to an incident, the University's Emergency Response Plan prescribes the notification arrangements. All incidents requiring an immediate emergency response are reported directly to the Chief Operating Officer. Where an immediate response is not required, incidents and issues will be brought to the attention of senior management through the normal management structure. All major/critical issues or incidents must be advised to the relevant member of Senior Executive. The relevant member of the Senior Executive will consult with the Chief Operating Officer, as the University's Emergency Coordinator, and provide advice to the Vice-Chancellor relating to the activation of a Crisis or Emergency Management Team ([Appendix B](#)).

## 8 Activation of a Crisis/Emergency Management Team

The principle of '*prudent over-reaction and rapid de-escalation*' applies when considering the level of activation of a Crisis/Emergency Management Team. It is easier and usually more effective to scale down an over-reaction than it is to ramp up an under-reaction.

Where an immediate emergency response to a health and safety risk is required, the arrangements in the University's Emergency Response Plan will apply.

Where no immediate response is required, or where an emergency has ongoing effects, activation of the University's Crisis and Emergency Management Plan and Business Continuity Plans is at the discretion of the Vice-Chancellor or the Chief Operating Officer or nominee.

In response to an incident or issue, a Crisis/Emergency Management Team may be convened. Members of the team may be drawn from the Senior Executive, Deans or Directors and specialists across the University. The University has put in place arrangements to support the operation of these teams. The Crisis/Emergency Management Team may direct the establishment of operational teams to provide support or handle aspects of the emergency or crisis.

Some general scenarios where a Crisis/Emergency Management Team may be activated are given in [Appendix C](#).

## 9 Emergency Response Team

An Emergency Response Team from the University's Emergency Control Organisation (as per Australian Standard 3745) provides the immediate response to an emergency that may affect the safety and health of staff and students. The Emergency Control Organisation consists of wardens, first aiders and campus emergency coordinators. Where an emergency response is required, but the situation does not involve an immediate threat to health and safety, the responsible operational area would manage the situation as part of their normal operations or, if required, form an Emergency/Incident Response Team. Examples include:

ITSD – responding to a major IT security threat

DSL – responding to a major public health risk

FMSD – responding to a power outage

## 10 Emergency Management Team

The operational role of an Emergency Management Team usually necessitates a more formal and extensive structure. An Emergency Management Team focuses on operational matters such as supporting Emergency Response Teams, coordinating the implementation of Business Continuity Plans and organising recovery arrangements after an emergency.

The leadership, planning or advisory members of an Emergency Management Team may be drawn from:

- Senior Executive members
- Deans
- Directors (DI, DSA, DSL, FMS, HRS, ITS)
- Media Manager
- University Solicitor

The core group of an Emergency Management Team consists of the following roles (staff may be assigned more than one role):

- Team Leader
- Log Keeper to record decisions
- Operations Officer to coordinate and manage response and recovery teams
- Situation Officer to keep track of events, monitor response and recovery teams and updates information

If required by the complexity of the emergency, the following roles may also need to be allocated:

- Communications Officer to manage communications with call centre and switchboard
- Information Officer to handle information to and from subsidiary response and recovery teams
- Administration Officer to maintain and support the Emergency/Crisis Management Team
- Logistics Officer to arrange logistical support for subsidiary response and recovery teams
- Liaison Officer to manage communications with the Emergency/Crisis Management Team or University's Senior Executive

In addition, specialist members or support teams may be drawn from Marketing (Media Coordinator from the Media Unit), Human Resources (People Support), Student Life (Student Support), Environment, OHS, Risk Management as well as affected operational areas such as Facilities Management Services Division, Information Technology Services Division and the Division of Student Administration. Managers and staff assigned to support the Emergency Management Team will generally perform the same team function as their normal daily roles.

## 11 Crisis Management Team

The leadership, planning or advisory members of a Crisis Management Team may be drawn from:

- Senior Executive members
- Deans
- Directors (DI, DSA, DSL, FMS, HRS, ITS)
- Media Manager
- University Solicitor

A Crisis Management Team usually focuses on strategic business or reputation issues. This means a more informal structure determined by the nature and extent of the crisis. The core group consists of the following roles (staff may be assigned more than the one role):

- Team Leader
- Log Keeper to record decisions
- Media Officer to manage internal and external communications.

In some situations a more formalised structure may be necessary to respond to the crisis. This would consist of:

- A core team of decision makers normally drawn from members of the Senior Executive (experience indicates that the core team should be no more than 5–6 persons).
- A small group of support staff, in particular a Log Keeper and Media Officer.
- As needed, a wider group of advisors drawn from Deans, Directors and relevant specialists.

Depending upon the situation the Crisis Management Team may operate concurrently but separately with an Emergency Management Team addressing operating and business continuity issues.

## Appendix A. CEMS Activation and Notification Matrix

		Alert Crisis Management Team or Support Teams	Activate Crisis Management Team
	Alert Emergency Management Team	Activate Emergency Management Team	(Emergency Management Team)
	Emergency Response Team / Operational Management		
<b>Normal Business Operations</b>	<b>Alert Incident/Issue</b>	<b>Major Incident/Issue</b>	<b>Critical Incident/Issue</b>
<ol style="list-style-type: none"> <li>1. Controlled situation on a University site</li> <li>2. Report to external agencies possible</li> <li>3. Contained operational effects</li> <li>4. Harm to third parties unlikely</li> <li>5. No reputation risk</li> </ol>	<ol style="list-style-type: none"> <li>1. Emergency response may be required</li> <li>2. Emergency Services possibly involved</li> <li>3. Contained operational effects</li> <li>4. Harm to third parties possible</li> <li>5. Limited reputation risk</li> </ol>	<ol style="list-style-type: none"> <li>1. Emergency controllable by local Emergency Response Team</li> <li>2. External agencies involved or likely to be so</li> <li>3. Significant operational effects</li> <li>4. Major threat or injury to people</li> <li>5. Reputation risk apparent</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategic management required</li> <li>2. Major external agency involvement</li> <li>3. Significant threat or injury to people</li> <li>5. Critical operations severely disrupted</li> <li>6. Reputation damage potentially significant</li> </ol>
<b>People (Staff-Students-Neighbours-Visitors-Suppliers)</b>			
<ul style="list-style-type: none"> <li>• A senior employee leaves without a replacement identified</li> <li>• Staff morale issues</li> <li>• Significant staff turnover in non-critical jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Procedural weakness highlighted by fraud/theft</li> <li>• Alleged collusion in contract management</li> </ul>	<ul style="list-style-type: none"> <li>• Evacuation of all personnel from a site (Campus or building)</li> <li>• Vice-Chancellor leaves the University</li> <li>• Several executives leave the University</li> <li>• Alleged improprieties or irregularities in student affairs</li> <li>• Directors and/or senior executive and/or Vice-Chancellor incapacitated</li> <li>• Alleged bribery/corruption/abuse</li> </ul>	<ul style="list-style-type: none"> <li>• Campus access denied for over a day</li> </ul>
<b>Environment</b>			
<ul style="list-style-type: none"> <li>• Single event that causes transient harm to flora/fauna/soil/water</li> </ul>	<ul style="list-style-type: none"> <li>• Easily controlled incident, but could lead to public (off-campus) harm/damage</li> <li>• Repeated incidents that are likely to cause local harm</li> </ul>	<ul style="list-style-type: none"> <li>• Easily controlled incident with the public (off-campus) harm/damage</li> <li>• On campus event with long term but recoverable environmental harm</li> </ul>	<ul style="list-style-type: none"> <li>• Significant off-campus environmental effects</li> <li>• Significant physical/social impact</li> <li>• Actual or probable long term off campus harm</li> </ul>

**DEAKIN UNIVERSITY CRISIS AND EMERGENCY MANAGEMENT PLAN**

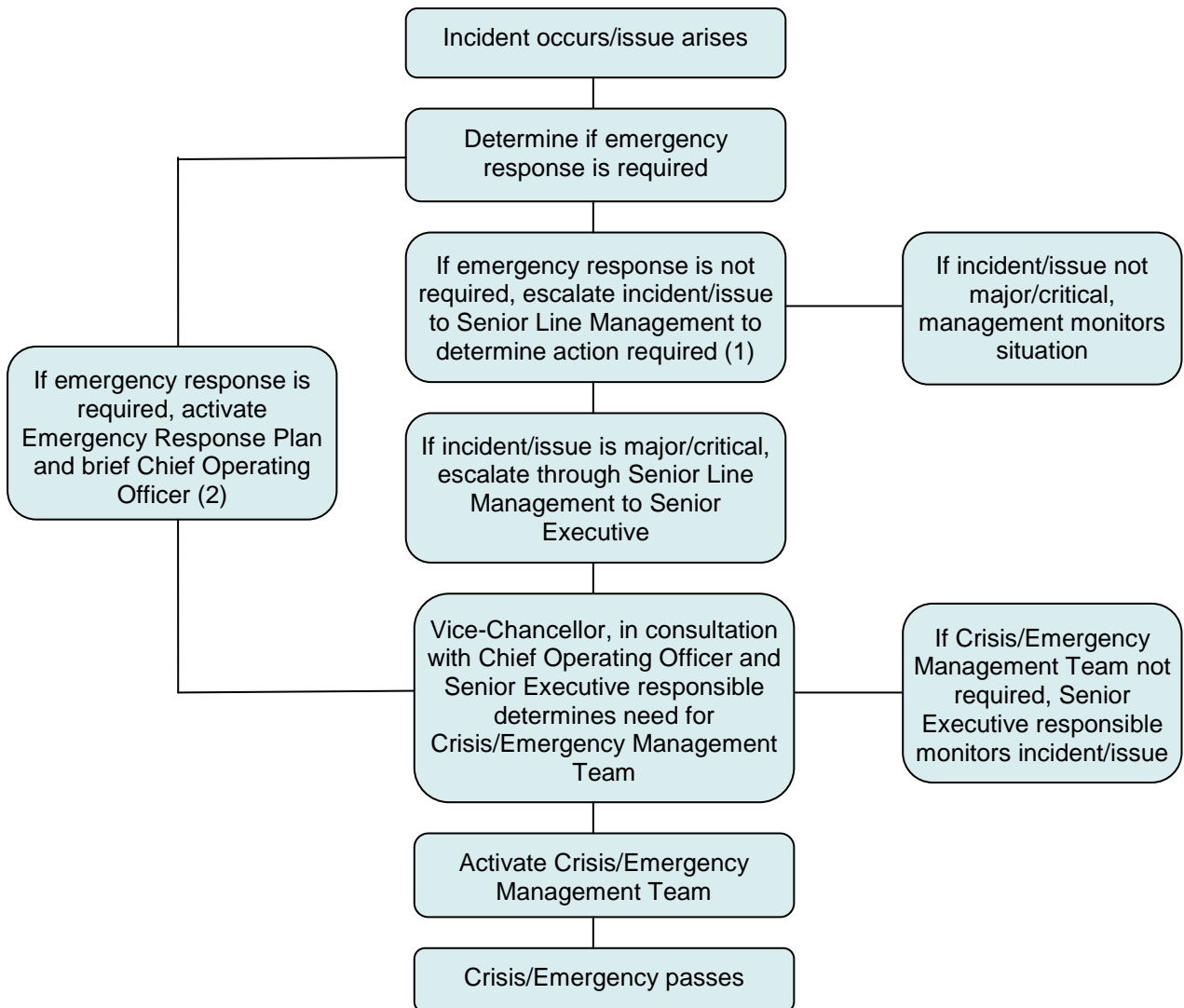
		Alert Crisis Management Team or Support Teams	Activate Crisis Management Team
	Alert Emergency Management Team	Activate Emergency Management Team	(Emergency Management Team)
	Emergency Response Team / Operational Management		
<b>Normal Business Operations</b>	<b>Alert Incident/Issue</b>	<b>Major Incident/Issue</b>	<b>Critical Incident/Issue</b>
<b>Community</b>			
<ul style="list-style-type: none"> <li>Privately voiced complaints that require resolution</li> <li>Community complaint resolved normally</li> </ul>	<ul style="list-style-type: none"> <li>Vocal or repeated community complaints that require resolution</li> </ul>	<ul style="list-style-type: none"> <li>Significant community criticism of University operations or activities</li> <li>Loss of credibility with government/ community/partners</li> <li>Dispute with the community unresolved for over one year</li> <li>University action interferes with normal activities of community</li> </ul>	<ul style="list-style-type: none"> <li>Legislative violations</li> <li>Criminal or potentially criminal action affecting the community</li> <li>Government intervention</li> <li>Local community actions or protests endangering University staff or students</li> </ul>
<b>Reputation</b>			
<ul style="list-style-type: none"> <li>Well known issue but no media exposure</li> </ul>	<ul style="list-style-type: none"> <li>Adverse local media exposure</li> <li>Speculation about an official enquiry into the University or its operations</li> <li>Controversy within the University community</li> </ul>	<ul style="list-style-type: none"> <li>Adverse state-wide media coverage</li> <li>Public statement required by the University</li> <li>Official enquiry threatened or underway</li> </ul>	<ul style="list-style-type: none"> <li>Adverse national/ international media coverage</li> <li>Major adverse political impact or (threatened) suspension or loss of Government support</li> <li>Government or other public enquiry critical of the University</li> </ul>
<b>Physical Security and Safety</b>			
<ul style="list-style-type: none"> <li>Lost time injury (hospitalization) or near miss</li> <li>Health impact among several people</li> <li>Unauthorised access to facilities/ information</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing long term injury</li> <li>Likelihood of long term health effects on staff, students or the community</li> <li>Third parties hospitalised by University activities</li> <li>Harassment and intimidation of staff or students</li> <li>Pandemic or major health threat</li> <li>External threat limits corporate travel</li> </ul>	<ul style="list-style-type: none"> <li>Single accidental fatality or permanent disability to staff, students or the community</li> <li>Threat of criminal/ terrorist/ other violent action against staff, students or the community</li> <li>Violent or potentially violent protest action on campus</li> <li>Pandemic or major health issue affects the University</li> </ul>	<ul style="list-style-type: none"> <li>Multiple fatalities or disabilities to staff, students or the community</li> <li>Negligent action by University staff or students leads to a fatality or serious injury</li> <li>Criminal, terrorist or other violent action against staff, students or the community</li> </ul>

**DEAKIN UNIVERSITY CRISIS AND EMERGENCY MANAGEMENT PLAN**

		Alert Crisis Management Team or Support Teams	Activate Crisis Management Team
	Alert Emergency Management Team	Activate Emergency Management Team	(Emergency Management Team)
	Emergency Response Team / Operational Management		
<b>Normal Business Operations</b>	<b>Alert Incident/Issue</b>	<b>Major Incident/Issue</b>	<b>Critical Incident/Issue</b>
<b>Critical Business Processes and Infrastructure</b>			
<ul style="list-style-type: none"> <li>• A net negative financial impact in the range of greater than \$ 200,000–\$1 million</li> <li>• Fraud/theft or damage of less than \$20,000 against the University</li> <li>• Critical system/servers periodically interrupted or for less than one day</li> <li>• Attempt to compromise confidentiality/ integrity of information</li> </ul>	<ul style="list-style-type: none"> <li>• A net negative financial impact in the range of more than \$1–5 million</li> <li>• Fraud/theft or damage of more than \$20,000 – less than \$100,000</li> <li>• Interruption to non-critical services of one full day to one week</li> <li>• Controlled critical systems /servers outage less than one day</li> <li>• Confidentiality at risk</li> </ul>	<ul style="list-style-type: none"> <li>• A negative financial impact in the range of \$5 - \$10 million</li> <li>• Fraud/theft or damage of \$100,000–\$1 million</li> <li>• Interruption of non-critical services for 1–4 weeks</li> <li>• Critical systems/servers interrupted for more than one day and recovery unknown</li> <li>• Confidentiality/integrity of information likely to have been compromised</li> </ul>	<ul style="list-style-type: none"> <li>• A negative financial impact of greater than \$10 million</li> <li>• Fraud, theft or damage more than \$1 million</li> <li>• Interruption of non-critical services of more than one month</li> <li>• Critical systems/servers out for more than five days and recovery unknown</li> <li>• Confidentiality/integrity of key information likely to have been compromised</li> </ul>



## Appendix B. Notification and Activation Process



**Notes:**

- (1) Use Guide to the Activation and Notification of Crisis/Emergency Management Arrangements ([Appendix A](#))
- (2) See [Appendix D](#) for a list of University response plans

## Appendix C. Examples of major emergency/crisis response scenarios

### Major business interruption (crisis) triggered by an on-campus emergency

Although the situation starts as an emergency, it becomes a crisis because the interruption has or may severely affect the continued operation of the University in the longer term (for example serious injury or death potentially caused by University actions, threatened prosecution of the University, inability to provide services in a critical part of the academic year or for a long period of time).

Who	Actions
Emergency Response Team	The Emergency Response Team manages any immediate issues that may threaten the health and safety of staff or students.
Campus Emergency Coordinator	The Campus Emergency Coordinator controls the emergency on-site and liaises with emergency services
Chief Operating Officer	<ul style="list-style-type: none"> <li>The Chief Operating Officer assesses the situation and advises other members of the Senior Executive including the Vice-Chancellor.</li> <li>If the situation can be fully managed by the Emergency Response Team or line management, the Chief Operating Officer will continue to monitor the situation and periodically update the Senior Executive.</li> <li>Media interest will be managed directly by the Media Unit (Marketing)</li> <li>If required, the Chief Operating Officer would recommend and activate an Emergency Management Team to coordinate/manage the emergency response, activate business continuity plans and coordinate/manage recovery efforts and other operational matters.</li> </ul>
Emergency Management Team	The Emergency Management Team manages any ongoing emergency response as well as any operational issues that directly threaten the day-to-day operations of the University. This may include the coordinated implementation of Business Continuity Plans across the University
Vice Chancellor	If required, the Vice-Chancellor or nominee would convene a Crisis Management Team and appoint a Team Leader(s).
Crisis Management Team Leader	<p>In consultation with the Vice-Chancellor, the Team Leader:</p> <ul style="list-style-type: none"> <li>selects Crisis Management Team members and if required an advisory group;</li> <li>advises the Team Coordinator to organise support staff and if required a Crisis Management Centre;</li> <li>organises a briefing with the Emergency Management Team;</li> <li>organises a team briefing and organise the activation of other support teams if required</li> </ul> <p>The Crisis Management Team, as needed:</p> <ul style="list-style-type: none"> <li>carries out a more detailed risk assessment of the strategic or reputation issues</li> <li>develops a contingency plan based upon possible outcomes/responses</li> <li>manages all media enquiries and arrangements concerning the issue.</li> </ul>
Team members	Depending upon the situation and advice from the Team Leader, members may need to: <ul style="list-style-type: none"> <li>organise specific support teams;</li> <li>delegate operational duties or activities; and</li> <li>relocate to a designated Crisis Management Centre.</li> </ul>
Advisors	Advisors provide advice or response options to the Crisis Management Team Leader.
Media Officer	The Media Officer works with the Crisis Management Team to: <ul style="list-style-type: none"> <li>develop a response strategy;</li> <li>develop an internal and external communications plan;</li> <li>if appropriate, prepare contingency communications; and</li> <li>if necessary, organise and manage a Media Response Centre.</li> </ul>
Crisis Management Team Coordinator	The Coordinator facilitates the Crisis Management Team operations and coordinates the activation and operation of support facilities such as call centres and media centres.

**Issue that has or may affect the University’s reputation**

In this situation no emergency response is required, but a Crisis Management Team may be required to coordinate and plan the University’s response. For example, the crisis may arise from public accusations of fraud or malpractice, public scandal, or political controversy.

<b>Who</b>	<b>Actions</b>
Staff Member	The staff member advises their manager of concerns or issues.
Manager	The Manager assesses the situation using the Activation and Notification Matrix as required and, if it is a major or critical issue, advises their Senior Manager.
Senior Line Manager	The Senior Manager after reviewing the issue advises the relevant member of Senior Executive and the Pro Vice-Chancellor (Development).
Senior Executive Responsible	The Senior Executive member responsible assesses the situation and advises other members of the Senior Executive, including Chief Operating Officer. If the matter can be fully managed by the relevant line manager, the Senior Executive member continues to monitor the situation.
Vice Chancellor	If required, the Vice-Chancellor convenes a Crisis Management Team and appoints a Crisis Management Team Leader.
Crisis Management Team Leader	In consultation with the Vice-Chancellor, the Team Leader: <ul style="list-style-type: none"> <li>• selects Crisis Management Team members and if required an advisory group;</li> <li>• advises the Crisis Management Team Coordinator to organise support staff and if required a Crisis Management Centre;</li> <li>• organises a team briefing and organises the activation of other support teams if required</li> </ul> The Crisis Management Team, as needed: <ul style="list-style-type: none"> <li>- carries out a more detailed risk assessment of the strategic or reputation issues</li> <li>- develops a contingency plan based upon possible outcomes/responses</li> <li>- manages all media enquiries and arrangements concerning the issue.</li> </ul>
Team members	Depending upon the situation and advice from the Team Leader, members may need to: <ul style="list-style-type: none"> <li>- organise support teams;</li> <li>- delegate operational duties or activities; and</li> <li>- relocate to a designated Crisis Management Centre.</li> </ul>
Advisors	Advisors provide advice or response options to the Crisis Management Team Leader.
Media Officer	The Media Officer works with the Crisis Management Team to: <ul style="list-style-type: none"> <li>• develop a response strategy;</li> <li>• develop an internal and external communications plan;</li> <li>• if appropriate, prepare contingency communications; and</li> <li>• if necessary, organise and manage a Media Response Centre.</li> </ul>
Crisis Management Team Coordinator	The Coordinator facilitates the Crisis Management Team operations and coordinates the activation and operation of support facilities such as call centres and media centres.

## Appendix D. Supporting Documents

Document	Owner	Who is it relevant to?
Business Continuity Plans	Faculties, Institutes and other Areas	Operational managers including Senior Managers
University Business Continuity Plan	Risk Management Unit	Senior Executive and Senior Managers
University Emergency Response Plan	Human Resources Services Division	Nominated Emergency Management Team leaders and Campus Emergency Coordinators
University Emergency Management Team Prompt	Human Resources Services Division	Nominated Emergency Management Team Leaders and nominated supporting staff
University Crisis Management Team Prompt	Marketing Division	Senior Executive, Senior Managers and nominated supporting staff
Campus Emergency Coordinator Prompt	Human Resources Services Division	Campus Emergency Coordinators
Security Prompt	Human Resources Services Division	Security staff
Warden Prompt	Human Resources Services Division	Wardens and Chief Wardens
Staff Emergency Prompt	Human Resources Services Division	Staff
Students and Visitors Emergency Prompt	Human Resources Services Division	Students and Visitors
World Disasters and Emergencies	Deakin International	Deakin staff and students overseas; staff who manage overseas based operations. International students in Australia;
Crisis Management for International Students (Procedure)	Division of Student Life	International students in Australia
Post Traumatic Incident Management (Procedure)	Human Resources Services Division	Staff and Students
Pandemic Management Plan	Risk Management Unit	Nominated Emergency Management Team leaders, Campus Emergency Coordinators and Senior Managers