

Crisis Management and Business Continuity Plan

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Crisis Management and Business Continuity Plan

Part 1 Management Arrangements

The La Trobe University, Bendigo Campus and Faculty for Regional Development Crisis Management and Business Continuity Plan has been produced with the authority of the Pro-Vice-Chancellor/Dean of the LaTrobe University, Bendigo Campus. It is designed to meet the requirement for all campuses of La Trobe University to develop local contingency plans under the La Trobe University Crisis Management Plan, 2001.

The Management of the Bendigo Campus of La Trobe University understands and accepts the need to have in place contingency plans and protocols that ensure the safety of staff, students and members of the public in the event of an emergency, minimises disruption and damage, maintains essential functions, restores normal operations as quickly as possible, and generally serves to protect the reputation of the University. Specifically, this Crisis Management and Business Continuity Plan establishes a frame work for dealing with crisis situations that arise on premises occupied or controlled by, or during activities conducted by the Bendigo Campus and Faculty for Regional Development, and identifies strategies for ensuring business continuity.

The Crisis Management and Business Continuity Plan will contribute to the effective on-going operation of the Campus and the Faculty. As such it needs the co-operation of all staff and in particular the support of, and for, the officers delegated with particular responsibilities. The Plan is a dynamic document that will develop and evolve with experience. Staff involvement is crucial to ensure its relevance and effectiveness.

During emergencies and drills, staff at all levels, students, contractors and visitors are required to comply with instructions given by designated Emergency Control personnel in accordance with the La Trobe University, Bendigo Campus Emergency Plan. Similarly, the Crisis Management and Business Continuity Plan documents specific responsibilities and authorities for a range of staff attached to the Bendigo Campus and Faculty for regional Development.

Signed:

Pro-Vice-Chancellor/Dean.

Date:

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1.1 Scope and Objectives

The La Trobe University, Bendigo Crisis Management and Business Continuity Plan:

- provides for the conduct of risk assessment to identify the most likely significant crisis risks faced by the Bendigo Campus and Faculty for Regional Development;
- develops management strategies to minimise the risks, maximise the safety and well being of students, staff and members of the public, limit the extent of damage and disruption, provide a frame work for the continuity of business, and maintain the University's reputation;
- defines responsibilities and authority of Campus and Faculty personnel, and the points at which authority and responsibility transfer from one person to another;
- facilitates the establishment of an Emergency/Crisis Contacts data base that can be used after hours to contact key personnel outside of normal hours;
- sets out emergency procedures to be followed by Emergency Control Organisation personnel, staff, students and visitors (see the Bendigo Campus Emergency Plan).
- defines overall control and coordination for response to on site emergencies prior to the arrival of the Emergency Services (see the Bendigo Campus Emergency Plan).
- outlines crisis prevention and preparedness activities.
- identifies the resources in place, or required, to allow for effective prevention, response and recovery.
- applies to the Edwards Road Campus and the Osborne Street Campus (including the Athletics facility), Robert Holmes Village, e, Terraces, Units, and Orde House residential facilities, Information Communications and Technology Centre, and the View Street Arts Centre.

1.2 Crisis Management and Business Continuity Planning Committee

Overall responsibility for crisis management within La Trobe University is the responsibility of the Crisis Management Executive.

To facilitate consultation and the development, implementation and maintenance of effective crisis management and business continuity planning at the Faculty and Campus level a Crisis Management and Business Continuity Planning Committee will operate and will be comprised of:

- the Director Campus Planning and Development (as nominee of the Pro-Vice-Chancellor/Dean);
- the Chief Warden;
- the Occupational Health and Safety Officer;
- the Manager Information Technology Services or the Desktop Systems Support Group Manager;
- the Campus Operations Manager;
- a nominee of the Registrar;
- the Campus Crisis Management and Business Continuity Plan Co-ordinator will act as Secretary.

The Committee will have the power to co-opt and to call upon specialist advisers as required.

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In terms of the Committee's functioning:

- the Director, Campus Planning and Development, will chair the Committee;
- the Committee will meet at least annually in order to advise on implementation, maintenance and amendment of the Crisis Management and Business Continuity Plan as required;

- the Committee will forward recommendations to the Pro-Vice-Chancellor/Dean;

- the Committee may make submissions for the resources required for the Crisis Management and Business Continuity Plan to operate;

- the Committee will report to the Crisis Management Executive.

1.3 Financial Arrangements

Funding for the implementation and maintenance of the Crisis Management and Plan will be obtained by submission to the relevant Campus authority through the Director, Campus Planning and Development.

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Part 2 Assignment of Authority

2.1 General Assignment of Authority

The La Trobe University Crisis Management Plan requires that each Campus develop appropriate crisis management contingency plans. In accordance with this requirement, the Pro-Vice-Chancellor/Dean is responsible for the implementation of appropriate Faculty and Campus crisis management and business recovery plans and strategies.

To facilitate development, implementation and maintenance of a functional Crisis Management and Business Continuity Plan for the Campus and Faculty, the Pro-Vice-Chancellor/Dean assigns following authorities under the Plan:

- oversight and management of the Crisis Management and Business Continuity Plan to the Director, Campus Planning and Development, with advice from the Crisis Management and Business Continuity Planning Committee;
- day to day implementation and on-going maintenance of the Campus Crisis Management and Business Continuity Plan to the Crisis Management and Business Continuity Plan Co-ordinator.

The Crisis Management and Business Continuity Plan designates specific responsibilities for Heads of School and Administrative Units, and others in the context of Part 4, Specific Contingency Plans.

Campus and Faculty Senior Management are responsible for:

- identifying, and where appropriate, taking action to correct any organisational, operational or infrastructure deficiencies that could give rise to a crisis;
- ensuring that appropriate contingency plans, in accordance with Part 4, Specific Contingency Plans, are developed, implemented and maintained for essential processes, activities and functions within their designated areas of responsibility supporting the Chief Warden and Building Wardens in carrying out their roles and in fulfilling their responsibilities in accordance with the Emergency Plan.

Bendigo Campus staff, students and contractors are responsible for working safely in accordance with community standards and University procedures to the extent that they are able, following the instructions of Emergency Control Organisation personnel during an emergency or drill, and co-operating with lawful directives to assist in crisis management and recovery.

2.2 Director, Campus Planning and Development

The Director, Campus Planning and Development, acts on behalf of the Pro-Vice-Chancellor/Dean to ensure that the Bendigo Campus and Faculty for Regional Development has in place current and appropriate plans and procedures for dealing with crises and emergencies identified through risk assessment, for initiating recovery, and for ensuring continuity of core services and activities.

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2.3 Campus Crisis Management and Business Continuity Plan Co-ordinator

The Campus Crisis Management and Business Continuity Plan Co-ordinator (“the Co-ordinator”) is responsible to the Pro-Vice-Chancellor/Dean through the Director, Campus Planning and Development for co-ordination of the development, implementation, and maintenance of the Bendigo Campus and Faculty for Regional Development Crisis Management and Business Continuity Plan.

2.4 Campus Operations Manager

The Campus Operations Manager is responsible to the Pro-Vice-Chancellor/Dean through the Director, Campus Planning and Development for the reinstatement of physical facilities and services, other than computing and telecommunications facilities, following an emergency.

2.5 Chief Warden

The Chief Warden is responsible for the management of emergency planning and emergency response in accordance with the Bendigo Campus Emergency Plan.

The Chief Warden has responsibility for the management of an emergency situation from the time that an emergency is notified until the time that the relevant Emergency Control Agency takes charge of the situation. While the Control Agency is in control of the situation the Chief Warden maintains close liaison with the Control Agency’s officer in charge. Once the Control Agency has completed its work, responsibility is handed back to the Chief Warden, who will in turn will hand responsibility to the Director, Campus Planning and Development, or other relevant manager once the Chief Warden’s responsibilities under the Emergency Plan have been completed.

2.6 Heads of School and other organisational units

Heads of School and other organisational units are responsible for identifying those processes, activities and functions that form the principle purpose and output of the organisational unit, and that are considered essential in that any significant interruption will cause harm/loss to academic services, reputation and/or funding to the University. They are also responsible for the development and maintenance of appropriate contingency plans for each essential activity.

2.7 Alternates

To ensure continuity of this Plan it is important that people with designated roles under the Plan identify the people who will act as alternates for them in the event that a crisis develops and they are not able to respond. Details of alternates and any changes that occur must be communicated to the Co-ordinator for inclusion on the Contacts data base

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2.8 Emergency Control Agencies

The Emergency Plan details first response only by designated Bendigo Emergency Control Organisation personnel. The relevant combating authorities for various types of emergencies are detailed in the table below. In the event that one of these incidents occurs, the relevant Control Agency will assume control of the situation from the Chief Warden until such time as they are satisfied that the emergency has passed and they hand control back to the Chief Warden.

EMERGENCY	CONTROL AGENCY
Accident	
Aircraft	Victoria Police
Armed and dangerous intruder	Victoria Police
Biological Materials	Victorian Department of Human Services – Public Health Division
Boilers and Pressure Vessels	Country Fire Authority
Bomb threat or suspected explosive device	Victoria Police
Civil disturbance	Victoria Police
Earthquake	State Emergency Service
Fire and explosion	Country Fire Authority
Flood	State Emergency Service
Food/drinking water contamination	Victorian Department of Human Services- Public Health Unit
Gas leak	Country Fire Authority
Hazardous materials or Dangerous Goods	Country Fire Authority
Kidnap/hostage	Victoria Police
Lifts, cranes and scaffolding	Country Fire Authority
Medical Emergency	Ambulance Service
Radioactive materials	Department of Human Services- Public Health Unit
Road	Victoria Police
Storm	State Emergency Service

Part 3 Preparedness

3.1 General Prevention Strategies

Prevention methods employed under this Plan will consist primarily of:

- compliance with the Occupational Health and Safety Act 1985, and any other relevant Regulations, Codes of Practice and Standards.
- storage and handling of Dangerous Goods and Hazardous Substances in accordance with relevant legislative and regulatory requirements
- compliance with the Building Regulations 1994 and the Building Code of Australia specifically as they relate to life safety and fire safety requirements and maintenance of essential services and reports
- continual improvement in safe systems of work associated with plant, equipment and substances eg. establishment of permit to work systems for roof, hot and confined spaces work
- the conduct of building fire and life safety audits and maintenance of essential services inspections
- ongoing hazard identification, risk assessment and review;
- implementing mitigation plans developed as a part of the risk assessment process.

3.2 Risk Assessment and Outcomes

The Co-ordinator will facilitate a program of risk assessment and review across all areas of the Faculty and Campus

The model used will be based on AS/NZS 4360 - 1999 Risk Management. This model looks at two critical factors, namely likelihood of the threat occurring and the consequences of the threat occurring.

In utilising this model for crisis management, emergency and business continuity planning, the assessment of risk relies on judgmental decisions based on a range of factors including;

- adequacy and effectiveness of existing control measures
- age, design and layout of buildings
- size, design, layout and situation of the Campus as a whole
- density and attributes of the Campus population
- nature of activities performed across the Campus
- the extent to which specialist facilities and/or services requiring specialist facilities, in order to continue their operation are housed in each building.

An emergency risk assessment of internal and external threats to the Bendigo Campus was conducted prior to the initial development of the Emergency Plan and is subject to ongoing review.

This assessment also recognises that the nature of activities conducted by Faculty for Regional Development staff and students result in;

- staff and students participating in off site excursions, field trips etc.
- staff and some students participating in intrastate road travel
- staff participating in interstate and overseas air travel
- staff and some students working at numerous off site locations intrastate, interstate and overseas as part of professional placement programs.

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It is acknowledged that there are risks associated with the above activities and for risks that are within the control of La Trobe University, Bendigo specific protocols will be developed to respond to them.

3.2 Provision of information

The Emergency Plan deals in detail with the means by which information about the Emergency Plan and what to do in an emergency, is disseminated.

Where practical and appropriate, information about the Crisis Management and Business Continuity Plan and specific protocols developed under the Plan will be published from time to time by the Co-ordinator.

3.3 Training and Testing

Emergency Control Organisation personnel receive training in accordance with requirements of the Emergency Plan, which also documents strategies for testing of its operational efficiency.

The Co-ordinator will monitor the provision of training, and testing in relation to specific plans and protocols developed under this Plan and may make recommendations to the Director, Campus Planning and Development, and the Crisis Management and Business Continuity Planning Committee.

Refer also to Part 10 of this Plan.

3.6 Communications:

The principal forms of communications in crisis situations will be:

- internal telephone system;
- mobile telephones;
- UHF radio base stations;
- portable UHF radios;.
- public address systems incorporated in the Emergency Warning System (where installed);
- e-mail.

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Part 4 Contingency Planning

4.1 Policy

The LaTrobe University Crisis Management Policy requires that each organisational unit develop and maintain contingency plans that fulfil the general objectives set out in 4.2 below. Contingency plans required under this policy are Faculty and Campus plans, and plans and protocols which are specific to individual Schools and organisational units, or to combinations of Schools and organisational units where facilities and resources are shared.

The process is one of pre-planning to respond to emergency situations, protect processes, activities and functions, and to ensure restoration of processes, activities and functions with minimal loss of time and disruption. Consequently, contingency plans must be detailed and include, as appropriate, action steps, responsible personnel, alternative facilities and resources, etc.

4.2 Scope and Objectives

Specific contingency plans relate to incidents that could cause loss of and/or damage to buildings, equipment, facilities and other necessary resources that result in the interruption of essential functions and/or activities and/or services, or threatens the health and safety of the Campus community.

These Contingency Plans are designed to assist the Faculty and Campus and the relevant organisational unit to –

- minimise the loss and/or interruption as much as is possible, practicable and safe to personnel;
- restore and/or replace (temporarily or permanently) these essential facilities, resources and/or functions;
- provide pre-planned alternative sources to continue essential functions in the short to mid-term period;
- respond to any of the identified “key risks” that have the potential to destroy and/or interrupt essential functions or activities e.g. fire, explosion, bush fire, flood, storm, chemical/gas leak and the like.

4.3 Contingency Planning Process

Heads of School and organisational units attached to the Bendigo Campus and Faculty for Regional Development must identify those processes, activities and functions that form the principle purpose and output of the organisational unit, and that are considered essential (hereinafter “*essential activities*”) in that any significant interruption will cause harm/loss to academic services, reputation and/or funding to the University. Having done this, they are required to develop and maintain appropriate contingency plans for each essential activity using the planning process outlined below.

In some cases essential activities will rely on common resources and facilities and in those circumstances one contingency plan can be used to cover a number of essential activities. An example of this would be a School that runs several

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undergraduate courses that use the same resources and facilities, or separate Schools that use common facilities and/or resources to run their academic programs.

Similarly some essential activities may be common to more than one organisational unit. In those circumstances it is preferable to have a common contingency plan provided that it is clearly understood which School or organisational unit will take responsibility for the development and maintenance of such a plan.

4.4 Steps in Contingency Planning

It is important to understand that while essential activities are those that if interrupted will cause harm/loss to academic services, reputation and/or funding to the University if they are rendered inoperable for any more than a short period, “*non- essential activities*”, are activities, functions and/or processes that may be subjected to interruption/delay without causing harm or loss.

The steps below should be completed using Schedule 1 of this Plan, *Contingency Planning Schedule*, or a variation of this Schedule adapted to meet specific circumstances. Heads of School and other organisational units must ensure that contingency plans are adequately documented and the details that vary frequently, such as contact names and numbers, are current.

Step 1

List the essential activities that form the principle purpose and output of the School or organisational unit.

Step 2

Against each essential activity list those facilities and/or resources that are necessary to provide continuity of each essential activity. If the facilities and/or resources cannot be reinstated to operational level with minimum of delay then a contingency plan is required that identifies strategies for ensuring business continuity.

Step 3

Against each of the facilities/resources required to ensure continuity of essential activities, identify:

- the minimum period that that the facility/resource could be inoperable without starting to have a significant impact on essential activities;
- to the extent that it is possible, the estimated time that it would normally take to restore that facility/service;
- any known alternative, suitable facilities/resources that could be used to restore the facility/service. These may be facilities/resources within the Faculty/Campus, within the University, or external to the University, and it is important to identify the location.
- the extent to which an alternative facility/resource would aid restoration (fully/partially - %);
- the likelihood of an alternative facility/resource being available and whether any arrangements have been made for the alternative facilities/resources to be made available to the faculty/campus in a crisis;
- details of contacts for alternative facilities/resources.

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Step 4

The information obtained through Steps 1 to 3 will be used to develop a specific contingency plan using the *Contingency Plan template* (Schedule 2). This will be done with assistance from the Co-ordinator, who will also take responsibility for cross referencing plans where facilities/resources are used by more than one School or organisational unit.

Additional information and actions

Prepared plans/specifications of essential needs, agreements to assist, and contact details for alternative facility/resource providers will save valuable time and stress.

The following points need to be considered and incorporated into contingency plans:

- each situation should be assessed and/or researched for alternate resources, supply and/or means of restoration;
- each contingency will require –
 - responsible personnel to be nominated to lead implementation of each contingency plan;
 - contacts and agreements within and outside LaTrobe University for accessing alternate facilities/resources must be identified.
 - a critical timeframe for each component must be developed and in place
 - consideration should also be given to possible sequential order of re-instatement if interdependence is relevant

Alternative resources may be able to replicate the original function/services, but often combinations may be needed and temporary inconvenience should be expected. Key issues to consider are:

- timing – what is critical to the unit?
- availability – is it available now?
- suitability – e.g. a portable electrical generator cannot replace critical power supply if there is no power connection into the local system.

4.5 Key Risk Issues

There are several key risk issues that will usually require some standard responses. Initial responses may already be covered in the Emergency Plan, but then relate to the needs of each School or organisational unit to continue their functions with minimum interruption.

- i) Fire/Explosion (may include loss of accommodation, equipment, facilities and information etc.)
 - Immediate response in accordance with the Emergency Plan;
 - Protect the assets (as able) to minimise damage/loss
 - Salvage (as possible, if allowed and able)
 - Restore (as per Contingency Plans) – rebuild, replace, reconstruct, continue elsewhere.

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- ii) Flood / Storm
(may be internally sourced water or external)

 - Immediate response in accordance with the Emergency Plan;
 - Shore up (in advance) to minimise loss/damage
 - Move (contents) to higher location (if possible)
 - Cover critical equipment if water source is overhead (internal)
 - Immediate response in accordance with the Emergency Plan;
 - Salvage/clean/restore/replace (as per Contingency Plans)

- iii) Bomb Threat

 - Immediate response in accordance with the Emergency Plan;
 - Usually of relatively short duration (but still possibly critical interruption)
 - If actual bomb with detonation – follow Fire/Explosion Contingency Plan.

- v) Chemical Spill/Gas Leak
(must allow for internal/external spillage/leakage and cross contamination)

 - Immediate response in accordance with the Emergency Plan;
 - Isolate ignition sources (if relevant and safe to do so)
 - Protect environment (e.g. block drains, etc)
 - Decontaminate (e.g. chemically neutralise if possible)
 - Ventilate (if relevant)
 - Clean up (may require external contractors)

vi) Information Technology/
Records

These services are considered “essential” by most sections of the University. IT systems are not all centralised, with individual and local networked systems.

Due to the specialist nature of I.T. system protection and restoration this issue is subject of separate Contingency Plan for ITS, Bendigo and the Desktop Systems Support Group. However, individual Schools need to consult with ITS and DSSG in relation to contingency planning for individual computers and local networks.

Local resources which might form part of planning considerations in this area include the facilities available at the adjacent Technology Park.

4.6 Specific Contingency Plans

The following is a summary of contingency plans that will be developed by the Faculty for Regional Development and Bendigo Campus:

- Emergency Management Plan (developed and operational);
- Essential activities contingency plans;
- Counselling Service Critical Incident response Plan;
- Information Technology Services and Communications Plan;
- International Activities Contingency Plan;
- Library Contingency Plan;
- Outdoor Activities Contingency Plan [developed and operational];
- Student Activities Contingency Plan;
- Student Practicum Contingency Plan;
- Clinical Practicum Contingency Plan;
- Financial Contingency Plan
- Motor Vehicle Accident Contingency Plan [CDU Bus Plan developed and operational];
- Power Supply Continuity Contingency Plan;
- Gas Supply Continuity Contingency Plan;
- Water Supply Continuity Contingency Plan.

Heads of School and other organisational units attached to the Bendigo Campus and Faculty for Regional Development are responsible for the development and maintenance of contingency plans specific to their organisational unit responsibility.

The Crisis Management and Business Continuity Co-ordinator will facilitate and co-ordinate the development of specific contingency plans in accordance with this summary, and will audit and monitor them to ensure their currency.

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4.7 Contractors, Tenants/Occupiers, Suppliers

In the course of conducting its business the University will from time to time have need to enter contractual arrangements with third parties for the supply of goods and/or services, or for the use of facilities and/or resources that are the property of the University.

Special care and consideration should be taken in developing contingency plans to ensure that the potential impact of the loss of a facility resource on relevant contractors, tenants/occupiers and/or suppliers is taken into consideration, and where appropriate advice should be sought from the University Solicitor's Office.

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Part 5 Post-incident Stress Management

The potential for a traumatic incident to have a significant impact on the well being of the Campus community cannot be ignored, and it is essential that an effective crisis management and business continuity plan incorporate strategies provide an effective stress management capability.

In the context of individuals, large and small groups, and families, the stress management strategies which this plan aims to establish are:

- Emergency incident intervention – debriefing response personnel and other immediately affected people;
- Opportunities for group discussion in the days following the incident for the purpose of mitigating acute symptoms, assessing follow-up needs, as a means of providing psychological closure.
- Individual intervention/counselling throughout the period;
- Follow-up and referral.

The Emergency Plan identifies a number of incidents that have the potential to cause anxiety and stress to those involved in providing the initial emergency response, and to a wider group of staff, students and visitors either directly or indirectly involved. In these circumstances, the Chief Warden will call upon the Senior Counsellor for assistance in arranging timely, appropriate support including support from external agencies when an emergency occurs that may give rise to the need for post incident stress counselling.

The Senior Counsellor will assess the situation and determine what type of response is appropriate to assist people in the recovery phase, and what resources will be required to provide that response. If there is a need for additional resources beyond those reasonably available within the Faculty and Campus, the Senior Counsellor will the PVC/Dean of the additional requirements as soon as possible.

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Part 6 Public Relations Management

6.1 Policy

La Trobe University's media management policy focuses on the need to manage the dissemination of information to the media as appropriate to any given circumstances. Fundamental to this process is the potential threat to La Trobe University's reputation and standing as a University.

6.2 Sole Spokesperson

The spokesperson for the University is the Vice-Chancellor who may delegate authority to speak to the media to the Public Affairs Office, or to a specific staff member. The authorised media spokesperson for the Faculty for Regional Development and the Bendigo Campus is the Pro-Vice-Chancellor/Dean.

Members of staff must not discuss emergency situations with members of the media, but should refer them to the Pro-Vice-Chancellor/Dean or authorised University spokesperson for comment. Members of the Media should be made aware that the Pro-Vice-Chancellor/Dean, or authorised University spokesperson, is the only person authorised to make official comment, and that any other comments are not authorised and will be repudiated.

If the Pro-Vice-Chancellor/Dean, or authorised University spokesperson, is not available the details of the media representative should be taken and they should be advised that an authorised representative of the University will contact them.

6.3 Media Briefing Area

The media briefing area will be the Pro-Vice-Chancellor/Dean's meeting room unless under threat and then another briefing area will be allocated.

6.4 Notification of these arrangements to the media

These arrangements will be made known to the local media through the Office of the Pro-Vice-Chancellor/Dean.

6.5 Communications with Staff and Students

It is equally important the messages that are given to staff and students are appropriate and timely, as they offer a very valuable opportunity to build confidence and minimise negativity. Information provided should be consistent and co-ordinated with that released to the media.

The Pro-Vice-Chancellor/Dean or authorised University spokesperson, acting on behalf of the Vice-Chancellor, will authorise the information provided to staff and students.

The Pro-Vice-Chancellor/Dean or authorised University spokesperson will ensure that timely and appropriate contact is made with anxious relatives of staff and students.

In the unfortunate event of the death or serious injury of staff and/or students it is normal for the Police to inform the next of kin. The Pro-Vice-Chancellor/Dean or authorised University

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spokesperson will liaise with the Police with a view to making early contact with next of kin to determine what assistance and support can reasonably be provided.

6.5 Communications with the local community

While most communication with people living or working in the vicinity of the University will be through the media, there may be some circumstances where it is appropriate for specific communication with this group.

The Pro-Vice-Chancellor/Dean or authorised University spokesperson, will authorise the information provided to the local community, where such communication is required.

6.6 Contractors, Tenants/Occupants, Suppliers, etc

The Pro-Vice-Chancellor/Dean or authorised University spokesperson, will authorise the information provided to contractors, tenants/occupants, suppliers, etc.

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Part 7 Notification of Regulatory Authorities and Incident Notification

Incidents must be notified both within the University and to outside bodies in order to meet policy and legislative requirements.

7.1 Internal Notification

Accidents and incidents involving staff, students or visitors must be notified for insurance purposes and for occupational health and safety reasons. The La Trobe University Incident Report is the means by which incidents impacting on personal health and safety should be reported, while damage to University property should be reported to the Insurance Office.

7.2 External Notification

The Occupational Health & Safety (Incident Notification) Regulations 1997 and the Equipment (Public Safety) (Incident Notification) Regulations 1997 impose legal requirements on organisations to notify serious workplace incidents and certain dangerous occurrences involving equipment involving equipment, structures, plant and machinery.

Notification is required where an incident at a workplace or equipment site results in death or specified serious injury. That is, if an injured person requires:

- medical treatment within 48 hours of being exposed to a substances;
- immediate medical treatment for:
 - amputation
 - serious head injury
 - serious eye injury
 - separation of skin from underlying tissues (e.g degloving or scalping)
 - electric shock
 - spinal injury
 - loss of bodily function
 - serious laceration.

Notification is also required of dangerous occurrences which seriously endanger the lives or the health and safety of people in the immediate vicinity, including:

- collapse, overturning, failure or malfunction of, or damage to certain items of plant;
- collapse or failure of an excavation or the shoring or support of an excavation;
- collapse of part of a building or structure;
- implosion, explosion or fire;
- escape, spillage or leakage of substances.

7.3 Notification Deadlines

i) Internal Notification

Incident Reports and other issues involving health and safety should be referred to the Occupational Health & Safety Officer, Bendigo, extension 7901. Reports should be made initially by telephone, and should then be followed up as soon as possible in writing by completing the Incident Report.

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Incidents involving damage to, or loss of University property should be referred to the Assets Officer Bendigo, extension 7504.

ii) External Notification

Notification of incidents in accordance with the Occupational Health & Safety (Incident Notification) Regulations 1997 and the Equipment (Public Safety) (Incident Notification) Regulations 1997 will be made by the Occupational Health & Safety Officer.

The deadlines for notification under these Regulations are:

- 1) Immediate – WorkSafe (WorkCover) must be notified immediately that a notifiable incident occurs at a workplace or equipment site;
- 2) Within 48 hours written details of the incident must be notified to WorkSafe.

The importance of notifying incidents promptly cannot be over-emphasised. Failure to notify WorkSafe of reportable incidents in a timely manner can result insignificant fines being imposed.

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Part 8 Recovery Management

The Chief Warden will liaise with the Director, Campus Planning & Development, Campus Development Unit Manager, Crisis Management and Business Continuity Plan Co-ordinator, and other relevant staff, as soon as practical after an incident in order to ensure a smooth handover from the response to the recovery and restoration phase.

At the earliest possible time, the Director Campus Planning & Development will brief the University Crisis Management Co-ordinator to ensure that the La Trobe University Crisis Management Executive is fully briefed on the situation. Subject to direction from the Crisis Management Executive, recovery and restoration phase at Bendigo will be managed by the Director, Campus Planning & Development who will delegate specific recovery/restoration activities to managers such as the Campus Operations Manager, ITS and DSSG Managers, etc.

The Co-ordinator will provide support to the Director, Campus Planning & Development in the form of co-ordination, facilitation and general administrative support.

Generally recovery/restoration management will follow the following pattern:

Phase 1

The initial phase of recovery/restoration management will be to make an assessment of the extent of damage to facilities and resources, and to notify the Insurance Office of the situation with a view to arranging early insurance assessment.

This phase may require involvement of the:

- Director, Campus Planning & Development;
- designated contact staff from the affected area;
- Campus Operations Manager;
- Services Manager (Campus Development Unit);
- Maintenance Officer;
- Managers of ITS and DSSG;
- Assets Officer;
- Campus Crisis Management and Business Continuity Plan Co-ordinator;
- other staff depending on the location of the incident and the circumstances.

Phase 2

Having undertaken an initial assessment of damage and initiated arrangements for insurance assessment, the task of implementing recovery will commence as soon as possible. The relevant contingency plan/plans developed in accordance with Part 4 of this Plan will be accessed, and the Director, Campus Planning and Development will convene a Recovery Management Team to implement such things as:

- ensuring that arrangements to provide post-incident counselling and support are activated;
- activating arrangements to utilise alternative facilities and resources;
- making areas safe;
- removal of debris, cleaning, demolition, etc in preparation for restoration;
- developing a recovery program for each facility and resource, and allocating priorities;

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- allocating responsibility for supervision of various aspects of the recovery program to members of the Recovery Management Team;
- engaging contractors and/or allocating University staff resources;
- consultation with stakeholders.

This phase may require involvement of the:

- Director, Campus Planning & Development;
- designated contact staff from the affected area;
- Campus Operations Manager;
- Services Manager (Campus Development Unit);
- Maintenance Officer (Campus Development Unit);
- Managers of ITS and DSSG;
- Assets Officer;
- Occupational Health & Safety Officer;
- University Counselling staff, or staff of outside agencies
- Campus Crisis Management and Business Continuity Plan Co-ordinator;
- other staff depending on the location of the incident and the circumstances.

Phase 3

The Recovery Management Team will supervise and monitor progress on those aspects of the recovery and restoration program for which they are responsible and will keep the Director, Campus Planning & Development informed of progress.

Where possible issues should be resolved by communication between members of the Recovery Management Team, but where significant issues arise that cannot be resolved in this way the Director, Campus Planning & Development must be notified as soon as possible. The Director, Campus Planning & Development will arbitrate to resolve such issues.

This phase may require involvement of the:

- Director, Campus Planning & Development;
- designated contact staff from the affected area;
- Campus Operations Manager;
- Services Manager (Campus Development Unit);
- Maintenance Officer (Campus Development Unit);
- Managers of ITS and DSSG;
- Campus Crisis Management and Business Continuity Plan Co-ordinator;
- contractors;
- other staff depending on the location of the incident and the circumstances.

Phase 4

On completion of the recovery and restoration program the Director, Campus Planning & Development will hand responsibility for the affected area back to the head of the organisational unit.

The Co-ordinator will establish and maintain an Incident File

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Part 9 Post-incident Review and Analysis

9.1 Emergency De-briefing

De-briefing of Emergency Control Organisation personnel and others directly involved or affected by an emergency will be carried out following an emergency or any major exercise, and is the responsibility of the Chief Warden.

9.2 Post-incident Review and Analysis

It is important that every crisis incident be treated as a learning experience that provides us with information to improve crisis management and business continuity planning. Post incident review and analysis is critical to improving and to learning from past mistakes and shortcomings.

Post incident review and analysis will consider:

- Cause of the incident;;
- The need to initiate any investigation;
- Implementation of the initial handover arrangements;
- Any issues arising in relation to the initial emergency response;
- Comments or advice provided by relevant Emergency Control Agencies such as the Fire Brigade or Police;
- Comments, issues or advice from WorkSafe if they are involved
- Measures to prevent or minimise reoccurrence;
- Measures to restore immediate operational capacity;
- Measures to restore immediate operational capacity;
- Measures to restore normal operational capacity;
- Any issues arising in relation to the restoration/recovery phase;
- Any modifications required to any aspect of crisis management and business continuity planning;
- Any other relevant issues.

The Co-ordinator, in consultation with the Director, Campus Planning and Development, is responsible for facilitating post incident review and analysis meetings, investigations, and reports. They will consult with other relevant staff to conduct a rigorous review and analysis of each incident.

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Part 10 Reporting and Recording

10.1 Contingency Planning File

The Co-ordinator will establish a Contingency Planning File that will comprise all of the specific contingency plans required under 4.4 of this Plan. The purpose of the Contingency Planning File is to provide a consolidated, official file of specific contingency plans for ready access in the event of a crisis developing. The File will be maintained in accordance with any University record keeping standards.

10.2 Incident File

The Co-ordinator will establish an Incident File for each crisis that is managed in accordance with this Plan. The purpose of the Incident File is to provide a consolidated, official file of documents outlining the way in which the incident has been managed. The File will be maintained in accordance with any University record keeping standards.

10.3 Reports and Records required under this Plan

Throughout this Plan reference is made to various reports and records. The following is a summary of the records, reports, etc, the circumstances in which they should be generated and by whom they should be kept.

Part 1 Management Arrangements

1.2 Crisis Management and Business Continuity Planning Committee

- agendas, agenda papers, minutes and correspondence;
- to be kept in accordance with normal University practice;
- the responsibility of the Co-ordinator.

1.3 Financial Records

- the responsibility of the Co-ordinator.

1.4 Media Management

- records of media briefings are to be maintained by the person giving the briefing;
- copies of media briefings to be provided to the Co-ordinator for inclusion in the Incident File.

Part 2 Assignment of Authority

No specific records required.

Part 3 Preparedness

No specific records required.

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Part 4 Contingency Planning

4.3 Contingency Planning Process

- Schedule 1, *Contingency Planning Schedule*, or a variation of this Schedule adapted to meet specific circumstances is used to gather key information to be used to develop specific plans. Heads of School and other organisational units must ensure that contingency plans are adequately documented and the details that vary frequently, such as contact names and numbers, are current.

4.4 Specific Contingency Plans

- Schedule 2 *Contingency Planning Template*, or a variation of this, will be used to document specific contingency plans.
- Heads of School and other organisational units must ensure that contingency plans are adequately documented and the details that vary frequently, such as contact names and numbers, are kept current. Copies of specific contingency plans must be provided to the Co-ordinator for inclusion in the Contingency Planning File.

Part 5 Post-incident Stress Management

This Plan recognises that the work of Counsellors is subject to a professional code of conduct, and to Privacy Legislation. To that extent that it is permissible general records of the provision of counselling or related services will be maintained by the Co-ordinator for inclusion in the Incident File.

Part 6 Public Relations Management

Copies of media releases and notes of statements made to the media must be retained. Similarly, communications with staff, students, relatives, contractors, tenants/occupiers and suppliers must be recorded.

Copies of all communications made in the context of public relations must be forwarded to the Co-ordinator for inclusion in the Incident File

Part 7 Notification of Regulatory Authorities

La Trobe University Incident forms, Victorian WorkCover Authority Incident Notification forms and any relevant insurance forms must be completed in accordance with Part 7 of this Plan.

Part 8 Recovery Management

Copies of all reports, schedules, correspondence, meeting notes, contracts, etc; will be retained by the Co-ordinator.

Part 8 Contacts

The Co-ordinator will maintain current contact details of key personnel identified in this Plan, and in the specific contingency plans.

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10.4 Standard of Reporting and Record Keeping

Those responsible for completing reports and records under this Plan should do so with a high degree of diligence and accuracy. It should be remembered that reports records under this Plan may be subject to audit, examination by external authorities (such as WorkSafe), and/or may be called on as evidence in legal proceedings emanating from a crisis or emergency incident.

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Part 11 Training & Testing

The Director Campus Planning and Development and the Co-ordinator will arrange appropriate opportunities for testing this Plan. This may involve table-top or real-life exercises to test whether contingency plans are workable and provide an appropriate measure of protection in a crisis.

Every effort will also be made to raise awareness for the need for adequate contingency planning amongst managers and staff, and to encourage them to be proactive in developing and enhancing these plans.

Close attention will also be given to providing opportunities for key staff to undertake additional training and development opportunities in areas and activities covered by this Plan and/or the Emergency Plan.

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Part 12 Contacts

The Crisis Management and Business Continuity Plan Co-ordinator will establish and maintain a database of business and after hour's contacts for key staff involved in the implementation of this Plan, and the Emergency Plan. Because this database will contain private telephone numbers, access to it will be restricted to those likely to be involved in having to notify key staff of an incident occurring.

The database will include after hours telephone contacts for key staff, and as a consequence may contain numbers that staff do not want widely publicised. The privacy of key staff is recognised and to the extent that it is practical, every effort will be made to maintain personal privacy. For that reason the approval of staff will be sought before their private numbers are listed and access to the database will be restricted to the:

- Pro-Vice-Chancellor/Dean;
- Director, Campus Planning & Development;
- Chief Warden
- Campus Operations Manager;
- Crisis Management and Business Continuity Plan Co-ordinator;
- University Security staff and Security Contractors;
- Country Fire Authority Station Officer;
- Victoria Police Station Officer.

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Part 13 Definitions

- “Business continuity”** - is the process of ensuring that as far as possible normal functions and activities are able to continue after a crisis.
- “Chief Warden”** - is the Chief Warden as designated under the Bendigo Campus Emergency (response and management) Plan.
- “Contractors”** - are individuals, partnerships, companies, or other legal entities with contractual arrangements with the University for the provision of a service.
- “Contingency planning”** - is the strategies that are developed to respond to a crisis situation and to ensure that as far as possible normal business activities are able to continue.
- “Contingency Planning Schedule”** – a table used to collect basic information to assist with development of specific contingency plans.
- “Contingency Plan Template”** - a pro-forma document used to record specific contingency plans
- “Crisis”** - is any unplanned event which could adversely affect the ongoing operations of the University, or threaten the viability of the organisation or its reputation.
- “Crisis management”** - actions taken prior to a crisis event to minimise the risk of a crisis developing, to respond to and mitigate the effects if a crisis does develop, and to implement measures required to ensure prompt recovery.
- “Emergency”** - is any event, which arises internally or from external sources, and which may adversely affect persons or the community generally, and requires an immediate response.
- “Emergency Control Organisation”** Chief Warden, Deputy Chief Wardens, Building Wardens, Floor Wardens, and support personnel with designated roles under the Emergency Plan.
- “Emergency Plan”** - is the Bendigo Campus Emergency (response and management) Plan.
- “Essential activities”** - those processes, activities and functions that form the principle purpose and output of the organisational unit, and that are considered essential in that any significant interruption will cause harm/loss to academic services, reputation and/or funding to the University.

- “Faculty”** is the faculty for Regional Development.
- “non- essential activities”** are activities, functions and/or processes that may be subjected to interruption/delay without causing harm or loss.
- “Organisational unit” -** is a major administrative unit that forms part of the organisational structure of the Faculty for Regional Development or the Bendigo Campus. At the time of writing this document it would include the Office of the Registrar, Office of Campus Planning and Development, Office of Campus and Planning Services, Office of Business Development, Information Technology Services (Bendigo), Heyward Library.
- “Suppliers”** are individuals, partnerships, companies, or other legal entities with contractual arrangements with the University for the provision of goods, materials, etc.
- “School”** is a major academic unit that forms part of the organisational structure of the Faculty for Regional Development. At the time of writing this document it would include the Schools of Health & Environment, Arts, Education, Business & Technology. For the purpose of this Plan it also includes academic units not designated as Schools of the Faculty for Regional Development but operating from the Bendigo Campus, such as Psychology (Bendigo)
- “Tenants/Occupants”** are individuals, partnerships, companies, or other legal entities who lease premises from the University from which they operate their normal business, or part of their normal business.

Part 14 References

This Plan has been developed using the following references:

- AS 3745-2002 Emergency Control Organisation and Procedures For Buildings
- AS/NZS 4360 - 1999 Risk Management
- *“La Trobe University Crisis Management Plan and Guidelines”*, Richard Oliver International, February 2000
- La Trobe University Crisis Management Plan, Status Report, December 2000
- La Trobe University Occupational Health and Safety Policy 1999
- Victorian Occupational Health and Safety Act 1985
- Victorian Occupational Health & Safety (Incident Notification) Regulations 1997
- Victorian Equipment (Public Safety) (Incident Notification) Regulations 1997
- *“Building a Disaster Resistant University”*, Federal Emergency Management Agency, US Department of Homeland Security
- *“A Step-By-Step Approach To Emergency Planning, Response And Recovery For Companies Of All Sizes”*, Federal Emergency Management Agency, US Department of Homeland Security
- *“Understanding Your Risks – identifying hazards and estimating losses”*, Federal Emergency Management Agency, US Department of Homeland Security

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