



THE UNIVERSITY OF
SYDNEY

University Emergency and Incident Response Plan (UEIRP) *2025*



We recognise and pay respect to the Elders and communities – past, present, and emerging – of the lands that the University of Sydney's campuses stand on. For thousands of years they have shared and exchanged knowledges across innumerable generations for the benefit of all.

Version Control

This Plan is valid for five years and should be reviewed annually (at a minimum), when changes are made to the organisation and/or following a Critical Incident/Emergency.

Version	Date	Reviewed by	Summary of Changes
Draft	October 2024	COS PRS & Risk	Drafting
1	March 2025	COS PRS & Risk	Final

List of figures

Figure 1 Policy/Procedure Hierarchy (sample documents only, not exhaustive)	7
Figure 2 Emergency and Incident Lifecycle	9
Figure 3 University Emergency and Incident Management Model	9
Figure 4 Incident Severity Level Response Framework	13
Figure 5 Key Functions and Accountabilities	14
Figure 6 Incident and Emergency Classification Table	18
Figure 7 “Situating, Evaluating, Acting”	19
Figure 8 Campus List	26

University Emergency and Incident Response Plan (UEIRP) 2025

Table of Contents

Updated and Revised: October 2024
Responsible Authority: Vice President (Operations)

Foreword from the Vice-Chancellor	03	The Response Phase	16
Introduction	04	Structure	16
Purpose	04	Key Functions and Accountabilities	16
Approach	04	Protection Principles	20
Scope	05	Incident and Emergency Classification Table	21
Relationship with the Australian Standard and existing university policies and procedures	06	Initial Response Phase – “Situating, Evaluating, Acting”	22
University Emergency and Incident Management Model	10	Ongoing Response Phase	23
The Emergency and Incident Lifecycle	10	The Recovery Phase	24
The Preparedness/Readiness Phase and Day to Day Governance	12	Reporting, Debrief and Lessons learned	25
Structure and Purpose of the Emergency Planning Committee (EPC)	12	Formal Reporting and Investigation	25
Purpose of Emergency Control Organisation (ECO) and Authority	12	Lessons Learned	25
Supporting Capabilities	13	Training / Exercising / Skills Retention	25
		Glossary	26
		Campus list	28
		Appendix	30

“Safety is a shared responsibility at the University, and each member of our community plays a vital role in maintaining a safe environment for working, teaching and learning.”

Professor Mark Scott,
Vice-Chancellor and President

Foreword from the Vice-Chancellor



At the University of Sydney, the safety and wellbeing of all members of our community – our students, staff and visitors – is our number one priority. Our commitment to fostering a safe and welcoming environment is unwavering, and the University Emergency and Incident Response Plan (UEIRP) is a cornerstone of this commitment.

The UEIRP is designed to provide clear and effective guidance during emergencies. It's informed by an all-hazards approach, providing a common structure, capability and language. This will enable the University to prepare for, respond to and recover from the range of potential incidents and emergencies that may occur across our campuses and activities.

Safety is a shared responsibility at the University, and each member of our community plays a vital role in maintaining a safe environment for working, teaching and learning. It's essential that all faculties, schools, professional service units and departments are familiar with the procedures outlined in the UEIRP and are ready to act in accordance with them.

I urge everyone to take the time to review this important document. Your cooperation and commitment are crucial to our collective safety.

Thank you for your dedication to making our university a safe place for all.

A handwritten signature in black ink, appearing to read 'Mark Scott'.

Professor Mark Scott AO
Vice-Chancellor and President

Introduction

The University of Sydney is committed to the development, implementation and maintenance of the University Emergency and Incident Response Plan (the Plan) to ensure a coordinated and rapid response to Emergencies and Critical Incidents. The Plan supports the health, safety and security of the University of Sydney community and aims to minimise the potential impact to and disruption of the University's operations.

Purpose

The purpose of this Plan is to provide the University with the information it requires to respond to all Incidents, including Emergencies which require Emergency Services attendance. The Plan outlines:

- the University Emergency and Incident Management Model;
- the response structure and how it operates;
- the Incident and Emergency severity classifications;
- when and how to activate the relevant response teams;
- when and how to transition to the Recovery Phase and conduct post Emergency/Incident reviews and capture lessons learned; and
- the day-to-day governance of Emergency Management.

Approach

This Plan is informed by the all-hazards approach to Emergency management. This approach provides a common structure, capability and language to enable the University to prepare for, respond and recover from the range of potential Incidents and Emergencies that may occur across the University's activities. This Plan acknowledges that it is impossible to anticipate every combination of Incidents and Emergencies. It is designed for the University's response to be adaptive and flexible within the response structures. On a case-by-case basis, it enables:

- the prioritisation of support and allocation of resources; and
- flexibility for "on the ground" decision making, supported by a uniform protocol which is to be used for escalation and/or notification to the relevant University authorities.

The Plan has been developed in accordance with Australian Standard AS3745-2010 "Emergency Control Organisation and Procedures for Buildings, Structures and Workplaces" (including Amendment 2, 2018) and the Work Health and Safety Act 2011 (NSW) and equivalent Acts in relevant jurisdictions where the University operates.

It has also been developed to ensure alignment with University of Sydney internal policies including Building Emergency Procedures, Work Health & Safety Policy, Risk Management Plan and Organisational Resilience Framework.

Scope

This Plan is applicable to all University premises and is based on Australian legislation. It is intended that this Plan is adaptable can be applied to any type of Incident and any Emergency that impacts the University, across all campuses and locations, during the relevant hours of occupancy/access of each Facility.

The University has a network of campuses located throughout New South Wales and Queensland as follows to which this Plan applies:

Sydney-based locations

- Camperdown/Darlington Campus – Sydney, NSW
- Cumberland Campus – Sydney, NSW
- Camden Campus – Sydney, NSW
- Mallett Street – Sydney, NSW
- Burren Street Facility – Sydney, NSW
- Surry Hills Dental Hospital – Sydney, NSW
- 133 Castlereagh Street CBD Campus – Sydney, NSW
- Sydney Conservatorium of Music (SCM) – Sydney, NSW

Regional locations

- Lismore / Grafton Campus – Lismore, NSW
- Dubbo Campus – Dubbo, NSW
- Orange Campus – Orange, NSW
- Narrabri Campus – Narrabri, NSW
- Broken Hill Campus – Broken Hill, NSW
- Pearl Beach Campus – Pearl Beach, NSW
- Arthursleigh Campus – Marulan, NSW
- One Tree Island Research Station – Great Barrier Reef, Queensland

This Plan also applies to all staff, students, affiliates and visitors on University-operated premises, including (but not limited to):

- campus boundaries;
- all faculties, divisions, business units, research centres, controlled entities and affiliated organisations located on a campus;
- the building(s) and ancillary structures; and
- the common areas within the property boundaries

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. Biomedical Building), the University staff/students will comply with the host organisation's Emergency procedures. Periodically, the Health, Safety and Wellbeing Unit is to 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 are to be provided and maintained by the University and standard evacuation plans (including summary evacuation procedures) are to be installed and provided to the tenants.

Relationship with the Australian Standard and existing University policies and procedures

Relationship with the Australian Standard and existing University policies and procedures

In accordance with AS 3745-2010 (including Amdt 2-2018) Planning for Emergencies in Facilities, the University has an overarching Emergency Plan. This specific Emergency and Incident Response Plan contributes to it by providing:

- the Emergency Plan Overview, including the purpose, scope and structure of the Emergency Planning Committee (EPC) and the identification of facilities covered by this Plan, as well as the organisational arrangements, validity period and date of issue; and
 - Emergency identification outcomes, high-level response procedure and an overview of the role of the Emergency Control Organisations (ECO).
- In addition to this Emergency and Incident Plan, the overarching University Emergency Plan also incorporates:
- the various specific Building Emergency Procedures, Standard Emergency Response Plans and evacuation diagrams that cover:
 - » Facility specific fire safety and Emergency features
 - » evacuation diagrams
 - » hours of occupancy
 - » specific Facility ECO arrangements
 - » the extent and record of distribution;
 - the University Safety and Wellbeing intranet pages, covering ECO, occupant/visitor training arrangements and skills retention;
 - the Organisational Resilience Framework covering EPC training arrangements, Incident and Emergency response exercises, testing and ongoing programming; and
 - the routine servicing and ongoing maintenance requirements undertaken by the Central Operations Services (COS) Facilities Services Team.

This Emergency and Incident Response Plan also works in tandem with other existing University supporting plans and procedures. This document is the overarching Response Plan document, informed by the Risk Management Policy and the Organisational Resilience Framework. The Policy/Procedure hierarchy is shown in *Figure 1* below, showing the hierarchy of key documents:





Figure 1 Policy/Procedure Hierarchy (sample documents only, not exhaustive)

The document hierarchy set out in Figure 1 incorporates the:

1. Risk Management Policy;
2. Organisational Resilience Framework;
3. Crisis Management Plan;
4. This Plan, the University Emergency and Incident Response Plan 2024 (UEIRP);
5. Various Response Plans that work in concert on a case-by-case basis with the Plan (but not limited to, in no order):
 - a. Building Emergency Plans – individual Facility Response Procedures, Evacuation Diagrams, ECO requirements;
 - b. Cyber Incident Response Plan;
 - c. Student Critical Incident Response Procedures;
 - d. Bushfire Framework and Bushfire Plans;
 - e. IT Response Processes and Procedures;
 - f. Financial Shock Plan;
 - g. Pandemic Response Plan;
 - h. University Business Continuity Principles; and
 - i. Others as determined.
6. Local unit Standard Operating Procedures and Business Continuity Plans (BCP); and
7. Training schedule and arrangements.

Note: in relation to 5c above, the Student Life Business Unit maintains the suite of Student Incident Response and Investigation Procedures.

This Plan can:

- operate independently on an Incident-by-Incident basis, or across multiple concurrent Incidents, depending on the situation;
- be activated together with other Plans/Procedures, noting its precedence in the hierarchy; and
- if multiple Response Plans are required, the Plan must be activated to manage across and coordinate the Plans.

This Plan is supported by an accompanying Toolkit document which contains information on the processes and procedures regarding specific Incident and Emergency types. The Toolkit is located on the University Emergency Management SharePoint site and accessed by authorised persons.



A31
Sydney Nanoscience Hub

→ Messel Lecture
Theatre
Lift

University Emergency and Incident Management Model

University Emergency and Incident Management Model

This Plan acknowledges the existence and interplay between complicated problems that originate from causes that can be individually distinguished and complex problems that result from networks of multiple interacting causes that cannot be individually distinguished and cannot be addressed in a piecemeal way.¹ These problems are compounded by concurrent and consecutive events and complexity that increases with frequency and varying scale of events.²

The University Emergency and Incident Management Model within this Plan is designed to maximise the response capability of the University to address these challenges. It is structured upon the Emergency and Incident Management Lifecycle and separates day-to-day governance from “on demand” non-enduring response structure and procedures.

The Emergency and Incident Lifecycle

The Plan is based on the Emergency and Incident Lifecycle of:

- **Preparation/Readiness Phase** – steps taken before an Incident or Emergency to ensure effective response and transition steps to recovery;
- **Response Phase** – steps taken to contain, control or minimise impacts of an Incident or Emergency; and
- **Recovery Phase** – steps taken to minimise disruption and recovery times.

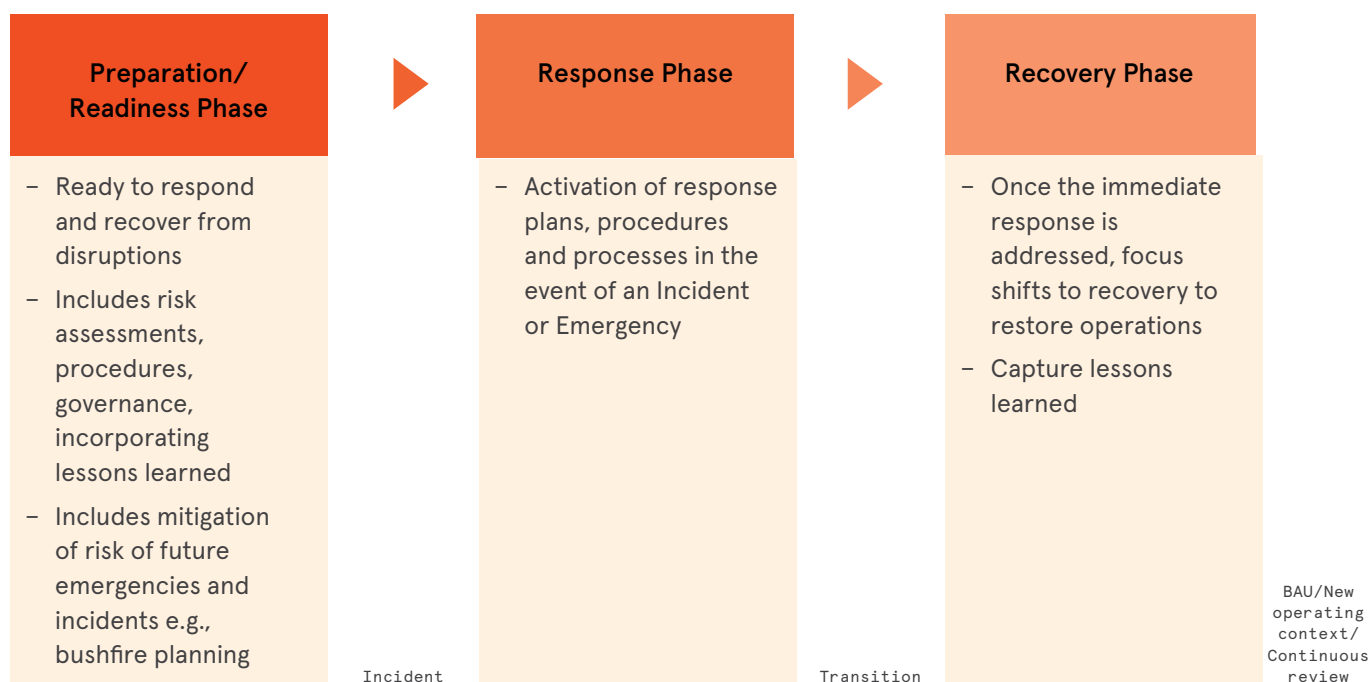


Figure 2 Emergency and Incident Lifecycle

¹ Roberto Poli, Author of Working with the Future: Ideas and Tools to Govern Uncertainty

² Australian Department of Home Affairs, Crisis Appreciation and Strategic Planning (CASP) Guidebook

The University Emergency and Incident Management Model is represented in the below diagram and shows a complete view of the key capabilities extant during the various phases of the lifecycle.

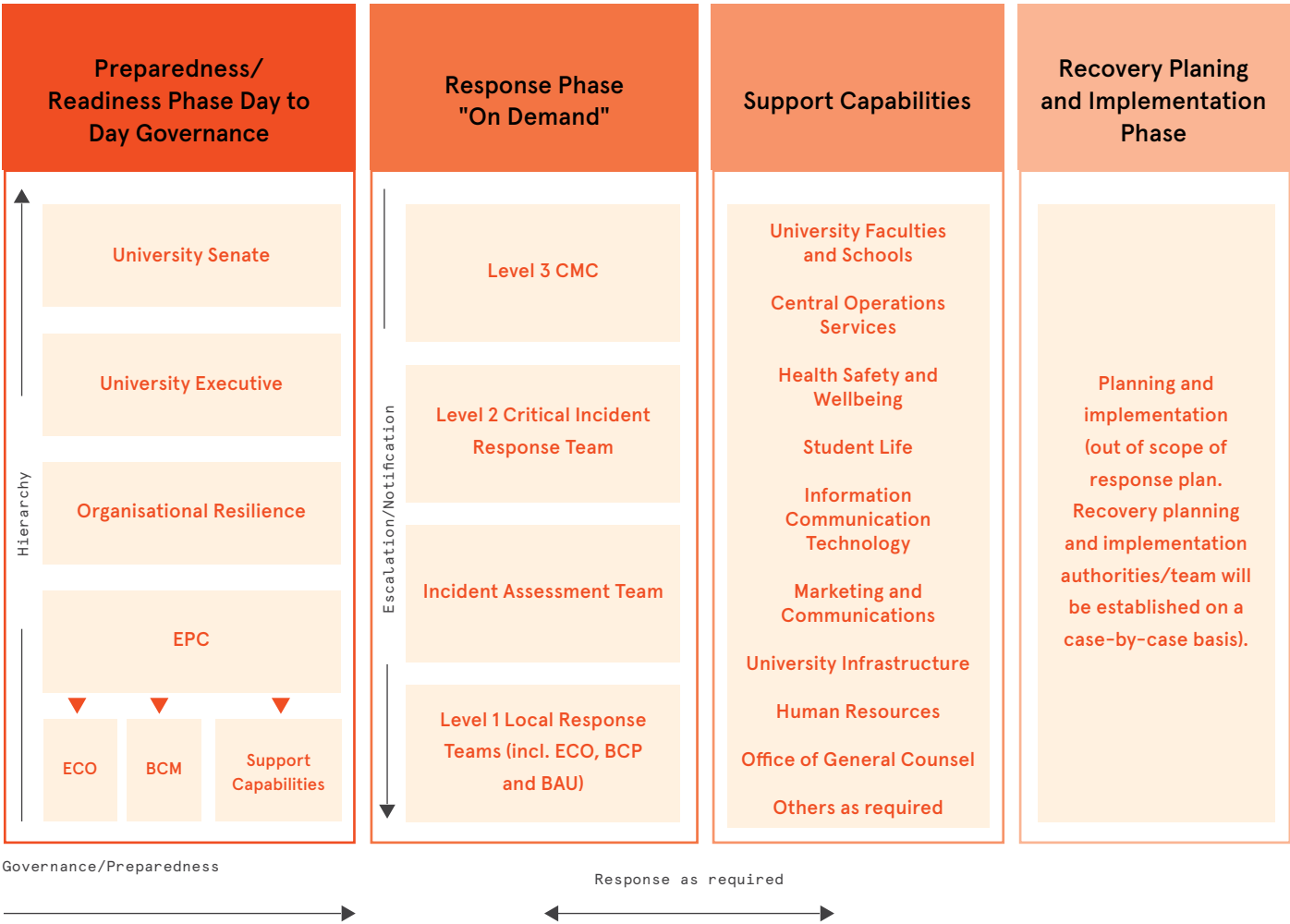


Figure 3 University Emergency and Incident Management Model

- EPC** - Emergency Planning Committee
- ECO** - Emergency Control Organisation
- BCM** - Business Continuity Management
- CMC** - Crisis Management Committee
- BCP** - Business Continuity Plan
- BAU** - Business As Usual

The Preparedness/Readiness Phase and day-to-day governance

The Preparedness/Readiness phase involves the necessary steps before an Incident/Emergency occurs to enable an effective response and to ensure resources are efficiently mobilised and deployed.

Structure and Purpose of the Emergency Planning Committee

The Emergency Planning Committee (EPC) is accountable for the governance and planning for Emergencies and Incidents. It oversees the Preparation/Readiness Phase for Emergency and Incident Management at the University as well as the implementation, training and evaluation on Incident and Emergency Response. The EPC is responsible for ensuring the University is prepared to provide a cohesive, whole-of-University response to organisational resilience activities in the event of a Crisis, Incident and/or Emergency. The EPC also provides (but is not limited to):

- strategic governance, guidance and direction for all Emergency, Crisis and Business Continuity activities across all University campuses;
- near-term horizon scanning, distinguishing between operational and strategic risks;
- approval and continuous monitoring of all Incident and Emergency Response Procedures,
- ensuring that relevant Emergency information is available to the University community;
- 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 Critical Incident Response Team (CIRT) or the Crisis Management Committee (CMC);
- evaluating and reviewing outcomes of periodic testing of the effectiveness of organisational resilience activities; and
- monitoring and assessing response performance post-Incident or -Emergency.

Purpose of Emergency Control Organisation and Authority

The Emergency Control Organisation (ECO) consists of persons who direct and control the implementation of the facility/building-specific Emergency Response. The ECO consists of Chief Warden, Wardens and other supporting roles (refer to the Health and Safety Building Emergency Response Procedures for details).

Note that in the event of an Emergency where the Building/Facility Emergency Plan is activated, the Chief Warden has the authority to issue instructions to direct and evacuate all persons from buildings and/or other areas of the University.

Supporting Capabilities

The entities below have a role to play in the University Emergency and Incident Response Model.

University Organisational Units (Faculties and Operational)

Emergency and Incident response requires the cooperation of staff and students from many different organisational units within the University. For this reason, Emergency Management is embedded as a management standard within the University's Health and Safety Management System (HSMS). Roles and responsibilities across the various areas are documented in the Work Health and Safety Policy 2016. The heads of organisational units (Deans, Directors, Heads of School/Heads of Area) are required to:

- promote the standard Emergency Response Procedures for individuals with the staff and students within their organisational unit (e.g. via regular reminders in newsletters, intranet and website);
- appoint local staff to positions within building ECO, e.g. Chief Wardens, Emergency Wardens and First Aid Officers;
- allocate sufficient time and resources for building Emergency Procedures to be developed and implemented; and
- ensure that building Emergency Response Procedures are implemented in the buildings occupied by staff and students. 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 (e.g. to support Personal Emergency Evacuation Plans (PEEPs). This responsibility includes the running of regular ECO meetings, and the planning and execution of local Emergency exercises. This is done in conjunction with support from the Health, Safety and Wellbeing Unit.

Central Operations Services – Protective Services

- Administration of this Plan and Supporting Toolkit;
- response to on-site Emergencies and supporting the ECO as required for on-site Emergencies
- provide Incident Management;
- liaise with Emergency Services; and
- escalation of Level 1 Incident to Level 2 Emergency.

Central Operations Services – Asset Management and Operations

- Maintenance of life safety features including fire detection, compartmentalisation, Emergency egress paths and occupant warning systems;
- production and installation of Emergency evacuation diagrams;
- provide relevant Emergency information and support to individuals and organisations hiring University venues; and
- review event Emergency Plans in consultation with Protective Services and the Health, Safety and Wellbeing Unit.

University Infrastructure

- Building design and compliance; and
- campus design and planning.

Health, Safety and Wellbeing

- Develop and maintain Health and Safety Management System including standard for building Emergency Response;
- develop and maintain templates to support ECOs to develop building level Emergency Procedures, conduct ECO meetings and report on the execution of Emergency exercises
- include Emergency training within induction material for all staff;
- training and mentoring to staff appointed to positions within a building ECO; and
- provision of wellbeing, counselling and support services for staff.

Student Wellbeing

- Provide counselling and support services for students; and
- develop and maintain personal Emergency plans for students with disabilities, via Inclusion and Disability Service.

Academic 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; and
- follow instructions of local Emergency personnel, Protective Services and the Emergency Services.

Emergency and Incident support to students and visitors

Emergencies can be sudden and occur without warning. The protection of human life is always paramount. In a teaching environment, the staff member who is responsible for that lesson or unit of study is responsible to ensure that the appropriate response is followed by all the students in the room.

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

It is important that University staff ensure students working within a laboratory environment are inducted in Emergency Procedures for that laboratory before commencing work. Additionally, an appropriately trained Warden or staff member must be available to ensure that Responses are followed as necessary, any time that a laboratory is in use.

Wellbeing

An important aspect of an Emergency and Incident Response is the provision of appropriate health and wellbeing support to the staff and student community. In the case of an Incident or Emergency, staff and student wellbeing teams focus on the identification of staff and student groups and individuals who have been or will likely be impacted by an event. Proactive, targeted and tailored support is established and communicated, in parallel to universal health and wellbeing supports which remain intact 24/7 for staff and students. Staff and Student Wellbeing teams ensure that support services are communicated via both local and University-wide channels and work closely with impacted areas to ensure that best-practice and trauma-informed approaches are used to support their staff and students.





The Response Phase

The Response Phase involves the steps taken to contain, control or minimise the impacts of an Incident or Emergency.

Structure

The Plan follows a three-level response framework, providing scalability, flexibility and measured escalation. These levels are:



Figure 4 Incident Severity Level Response Framework

Key Functions and Accountabilities

The Response structure requires the interaction of three key levels/teams and an Incident Assessment Team (IAT), as shown in the diagram below:

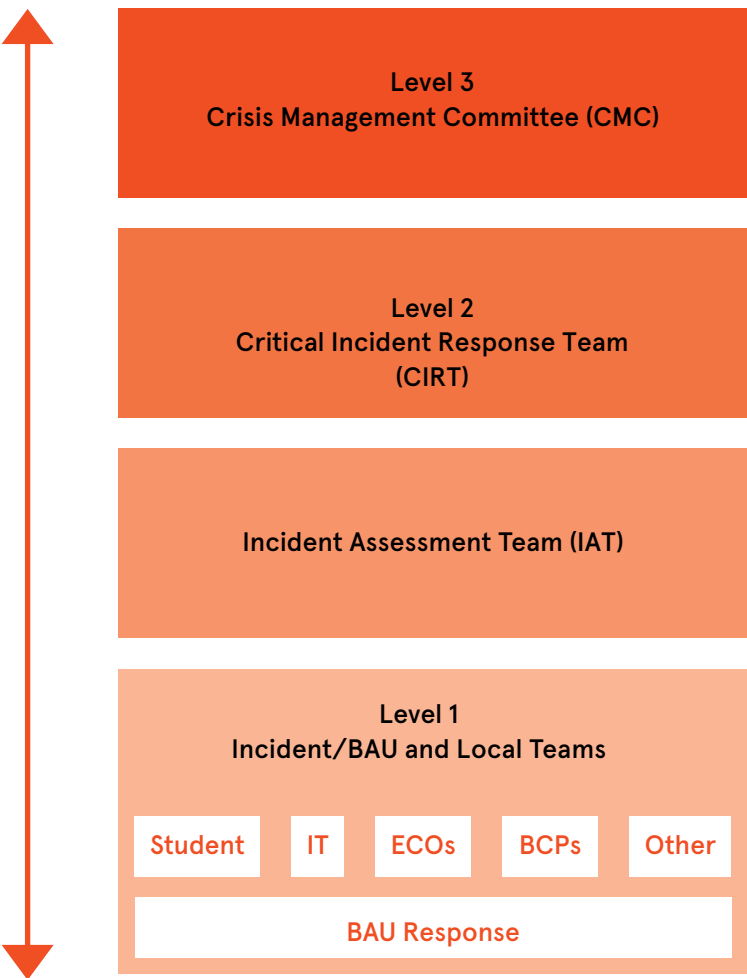


Figure 5 Key Functions and Accountabilities

Level 1 – Business as Usual and Local Response Teams

The Level 1 Business as Usual (BAU) and Local Response Teams manages BAU and local Incidents and notify Protective Services who will escalate to the IAT if a moderate risk incident for information and awareness. It escalates to the IAT if:

- guidance is required to determine level of Incident;
- more resources are required;
- wider assistance across the University is required; and
- the Incident deteriorates or could get more serious.

If any doubt, it is better to escalate to the Incident Assessment Team so appropriate actions can be determined.

Incident Assessment Team (IAT)

The IAT are subject matter experts on call 24/7. Following notification, Protective Services determine if the incident has the potential to escalate to Level 2 or 3 (See Figure 6 – Incident & Emergency Classification Table) and contact the IAT.

The IAT consists of a representative from:

- Protective Services;
- Student Wellbeing Services;
- The Health, Safety and Wellbeing Unit;

The IAT assess and monitor the Incident and decide whether to downgrade or activate the CIRT. They undertake:

Severity classification: Categorising Incidents based on their impact and urgency to ensure they are managed promptly (see Figure 6 Incident and Emergency Classification Table).

Escalation levels and timelines: Follow the appropriate escalation steps when an Incident/Emergency cannot be resolved at a particular level within a specified timeframe. The IAT:

- conducts an initial assessment: assesses the Incident/Emergency and determines if it can be resolved by the current response level. If not, escalates to the CIRT;
- captures Incident details: captures key information about the Incident, description, location, key persons/locations/assets impacted, severity, and impact;
- acts as Emergency / Incident Owner: acts as the Incident/Emergency Owner until the CIRT is established (as required) – the Incident Assessment Team Duty Officer remains the Incident Owner until the CIRT is established, whereupon the CIRT will determine the ongoing Incident Owner; and
- escalates to key contacts: contacts those on the escalation list/CIRT.

Level 2 – Critical Incident Response Team (CIRT)

The CIRT receives its escalation from the IAT Duty Officer. Once activated, the CIRT determines the course of action and coordinates the response for Critical Incidents.

The CIRT:

- coordinates the response for Critical Incidents, preserving life, protect the environment, assets, reputation and livelihood of the University;
- closely manages the situation;
- provides updates to the CMC as required;
- adjusts team size to response to Incident size/scale;
- provides decisions under delegation or support CMC decision making;
- liaises with internal and external teams;
- leads the liaison with attending Emergency Services;
- minimises the extent and duration of any disruption;
- supports an orderly transition through to Recovery Phase;
- prioritises tasks;
- operates and makes decisions within the delegated authority of the CIRT; and
- maintains accurate records (i.e. decisions, notes, actions, timelines).

Once established, the CIRT Leader is to be the Incident Owner and will have full responsibility for leading the response. The CIRT Leader may delegate a CIRT member to deploy forward to an Incident site to liaise and work with Emergency Services. The membership of the CIRT is intended to be flexible and responsive to the nature of the Incident. It is recommended that the following functional business areas be considered for representation on the CIRT:

- Central Operations Services;
- University Infrastructure;
- Health, Safety and Wellbeing;
- Student Wellbeing;
- Information, Communications and Technology;
- Marketing and Communications;
- Media and Public Relations;
- Vice-Chancellor's Office;
- Faculty, School or Research area (where impacted); and
- any other staff members as required.

The various business area representatives above are to be pre-identified and represent their functional area in the CIRT forum. In addition, the CIRT leadership and supporting roles must include, as a minimum, the predesignated roles of:

- CIRT Leader;
- Secretariat / log keeper; and
- Designated Spokesperson/s.

All CIRT roles are to have Primary and Secondary/ Alternate representatives. The role duties and functions are outlined in the supporting Plan toolkit.

A quick review should be conducted at the conclusion of the Initial Phase of the Response to acknowledge a shift to a protracted response timeline if required and suitable backfills/relief in place identified.

Level 3 Activation of Crisis Management Committee (CMC)

Some Level 2 Critical Incidents and Emergencies have the potential to escalate to a Level 3 Crisis. In these cases, the Crisis Management Committee (CMC) will convene. The CMC is to provide strategic oversight and management. It will:

- allocate resources;
- set priorities;
- resolve issues and expedite solutions; and
- act as a media liaison as required/ determined by the CMC.

This team of University executives will be convened by the Chief Risk Officer (CRO), in consultation with the Director, Protective and Risk Services (DPRS), Vice-President (Operations), Vice-Chancellor and President, and Senior Deputy Vice-Chancellor and Provost (Chair CMC).

Depending on the Emergency/Incident, this team will meet at a location specified by the DPRS or through a conference call. Due to the inherent unexpected nature of some crises, the CMC may be convened by roles such as the Chief Information Security Officer (CISO) or Chief Information Officer (CIO), in consultation with this group.

Members' responsibilities include to:

- provide support and advice to the CIRT;
- ensure resources are provided for operations, communications, planning and administration support as necessary;
- provide approval for the actions of the CIRT as appropriate;
- engage 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; and
- cascade outputs from the CMC meetings to teams.

Refer to the Crisis Management Plan for further information.





Protection Principles

PEAR is an acronym used in Emergency and Incident management to assist with assessing and prioritising risks across four key areas of an organisation – People, Environment, Assets and Reputation. Any actions or decisions taken during an Incident or Crisis may impact each of the following.

People

Individuals (e.g. students, staff, the public) may be impacted by an Incident, Emergency or Crisis. Matters to consider include to protect life, health and safety, and to maintain peoples' wellbeing during an Incident, Emergency or Crisis.

Environment

The natural surroundings that may be impacted by an Incident, Emergency or Crisis. Matters to consider for environment include to protect the environment, minimise environmental damage, comply with regulations and ensure sustainable Incident, Emergency or Crisis response.

Assets

The University's physical and intellectual property, research, infrastructure and financial resources. Matters to consider include to safeguard University buildings, equipment, data and technology, and manage business and financial impacts.

Reputation

The public's perception of the University and/or its people. Matters to consider include maintaining confidence and trust with external stakeholders, providing clear and effective communication and managing media/public relations.

Incident and Emergency Classification Table

The Incident and Emergency Classification Table can be used to quickly identify and classify Incidents impacting the University's people, environment, assets and reputation.

The contents of this table are non-exhaustive and are intended to be used as a guide to support Incident classification only.

- A Crisis means a situation which threatens the University's strategic objectives, reputation or financial viability.

- A Critical Incident means a situation or Incident which has, or may have, an adverse material impact on the University.
- An Incident means an event that can be, or could lead to, a disruption, loss, Emergency or Crisis.
- An Emergency means a sudden, urgent, usually unexpected occurrence or event. Requires Emergency Services attendance.

	Response handled by	People	Environment	Assets	Reputation
Level 3	Crisis Management Committee (CMC) Using the Crisis Management Plan. There is significant potential for teaching/ research or operational disruption	Multiple injuries or fatalities, or Incidents that pose a significant threat to life or harm <ul style="list-style-type: none"> – E.g. a mass casualty event or a widespread outbreak of a contagious disease 	Incident with major environmental damage, fines and prosecution likely <ul style="list-style-type: none"> – E.g. widespread contamination affecting the campus/ adjacent areas 	Severe damage or disruption to assets or infrastructure, causing significant, extended impact to operations <ul style="list-style-type: none"> – E.g. a fire destroying a building, causing operations to stop in that area for an extended period – E.g. Major financial implications 	Incidents causing severe detrimental impact to reputation, with significant national/international media/social media coverage <ul style="list-style-type: none"> – E.g. a high-profile situation involving University staff with international media coverage and lasting impact to University reputation
Level 2	Critical Incident Response Team (CIRT) Using the Plan. There is potential for teaching/ research or operational disruption, but manageable	Fatalities or multiple injuries requiring hospitalisation, Incidents with potential for significant personal harm <ul style="list-style-type: none"> – E.g. IT breach causing significant loss of personal information – E.g. Considerable ethical requirements 	Incident with moderate environmental impact requiring notification to authorities and possibility of penalties <ul style="list-style-type: none"> – E.g. a chemical spill in a lab reaching adjacent buildings – E.G. Considerable ethical requirements 	Moderate damage or disruption to university property or equipment, causing significant impact on operations <ul style="list-style-type: none"> – E.g. a burst pipe damaging a section of an administrative building, causing a large area to be closed 	Incidents causing moderate detrimental impact to reputation, with media coverage and/or extensive social media coverage <ul style="list-style-type: none"> – E.g. local news reporting on a
<p><i>Incidents are assessed by the Incident Assessment Team (IAT) as part of the process to escalate, or de-escalate between levels.</i></p> <p><i>Note: the Student CIRT to follow its response processes.</i></p>					
Level 1	BAU activity, Local Response Using SOPs, Business Continuity Plans	Local Incident that has caused, or with potential to cause, an injury or harm to one or more people <ul style="list-style-type: none"> – E.g. a student suffers a significant injury 	Minor environmental issue, with no material harm to the environment. No notifications required <ul style="list-style-type: none"> – E.g. a minor chemical spill, contained with response kit 	Minor malfunctions or power outages in an area/building <ul style="list-style-type: none"> – E.g. a building alarm causing evacuation – E.g. Break in causing Police investigation 	Incidents causing minor impact to reputation, no media coverage <ul style="list-style-type: none"> – E.g. a student complaint, resolved internally

Figure 6 Incident and Emergency Classification Table

Initial Response Phase – “Situating, Evaluate, Act”

In the event of an Incident or Emergency, actions taken matters. All situations are different. You may need to make quick decisions. The SITUATE, EVALUATE, ACT principles will help in deciding what to do and who to inform. If any doubt, it is better to escalate to the Incident Assessment Team so it can decide on appropriate actions.

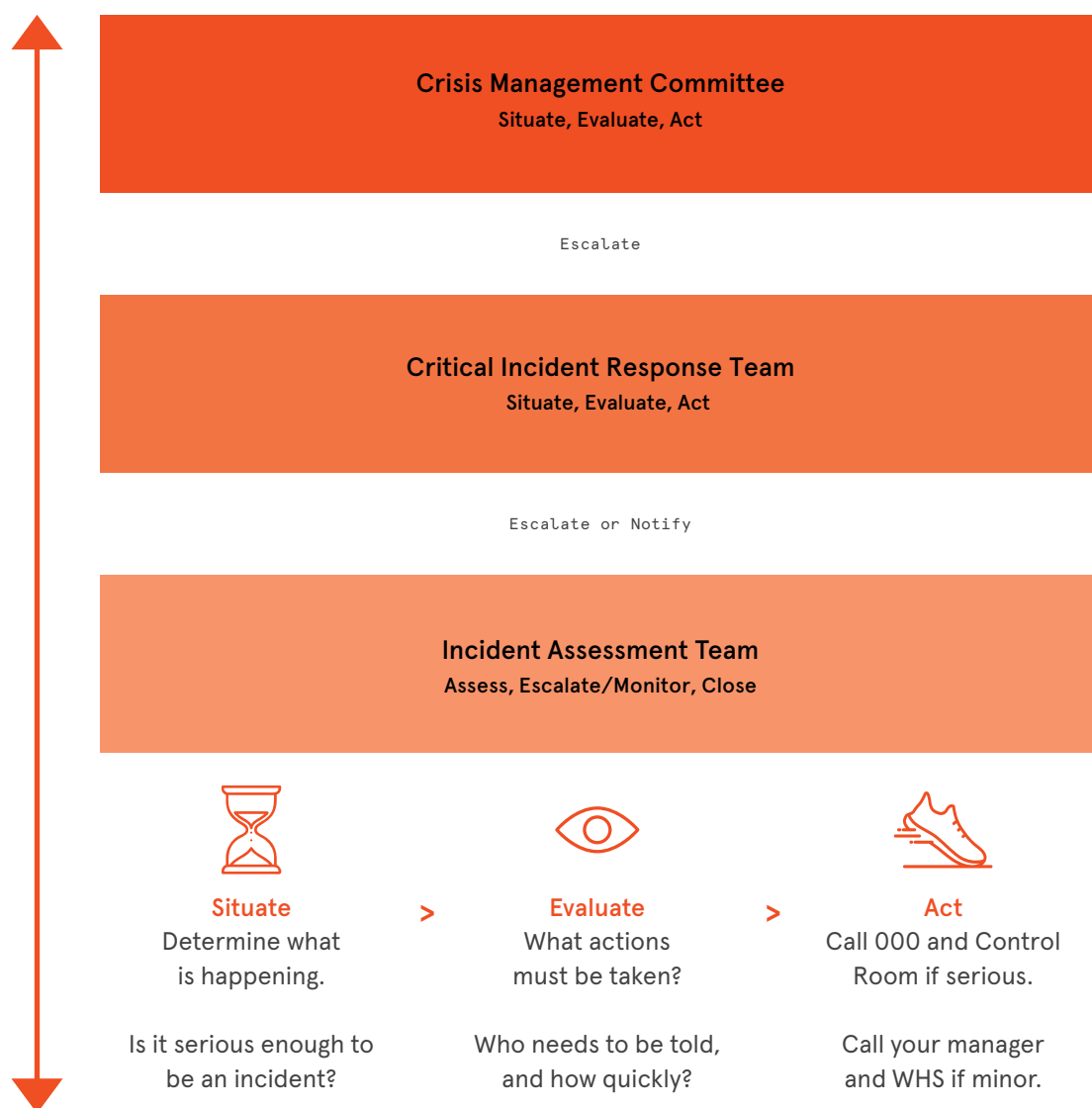


Figure 7 "Situating, Evaluate, Act"

Escalation and Notification – When, Owner, Contacts, Steps

The most senior Response-trained University person on site (Building/Chief Warden, Protective Services Patrol Officer or Lecturer) is responsible for leading the first actions to deal with the Incident or Emergency. They MUST report by telephone to Protective Services (02 9351 3333,

24 hours/day) or if Emergency Services are required first, call 000. All staff should be aware of this Plan.

Protective Services will notify the On-call Duty Officer from the IAT for next steps.

Ongoing Response Phase

Once the initial “acute” phase of the Incident ends and where the situation is ongoing, the CIRT may transition key functions into business-as-usual processes. Ongoing monitoring and revision of these roles and duties is to occur until transition to the Recovery Phase is determined by the CIRT and/or the CMC.



The Recovery Phase

The CIRT operations are to continue until a decision to formally stand down is made by the CIRT Leader in conjunction with the CMC (as required). Stand down of the CIRT should occur at whatever point in time the transition to the Recovery Phase is feasible.

Once an Incident/Emergency has passed, the Plan enters its final Phase: Recovery. The goal of this Phase is to restore the University to “normal” operations. The CIRT will ultimately stand down, ready to reset for another Incident/Emergency Response and will not continue into the Recovery phase. A dedicated Recovery Team will be established and take ongoing management and responsibility for the recovery, on a case-by-case basis, and as determined by the CIRT.

Accountability will be assessed based on the nature of recovery and resources required, including:

- staff rehabilitation, rostering and welfare;
- student rehabilitation and welfare;
- reference to relevant BCPs;
- repair of damaged facilities;
- environmental remediation in consultation with the relevant authorities; and
- replenishment of Emergency facilities, such as fire extinguishers, first aid and spill response kits and documentation.



Reporting, Debrief and Lessons learned

Formal Reporting and Investigation

A formal debrief will be required at the conclusion of CIRT operations to identify and document improvements to any aspect of the Resilience Framework and the Incident oversight and response structures.

Following termination of the Emergency and restoration of normal activities, the CIRT 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.

The Risk Management team will conduct debriefs in conjunction with the relevant response team members and submit a comprehensive debrief report to the Chief Risk Officer. 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 EPC; and
- an Incident report should be prepared in readiness should it be required by regulatory agencies.

Lessons Learned

The Plan is intended to be a dynamic document that should evolve through the application of lessons learned via short- and long-loop learning. The Plan should support the continuous improvement of the University's Emergency and Incident response capabilities through the incorporation of feedback and learnings from previous Incidents and Emergencies.

Short-Loop Learning: Operational Improvements

Short-loop learning focuses on improving operational effectiveness through immediate feedback and adjustments. Following an Emergency/Incident/Crisis, an After-Action Review and debrief should be conducted to analyse the actions that were undertaken in the response and to identify areas for improvement and implement changes to enhance future operational responses.

Long-Loop Learning: Concept-led, Capability-based Improvements

Long-loop learning focuses on identifying long-term and enduring improvements. It should involve the systematic review of the overall Emergency and Incident response approach, including policies, procedures, training, strategies and outputs from short-loop learnings. Regular review of short-loop learnings should be used to identify patterns and themes, which are intended to ultimately lead to long-loop learnings and improvements.

Training / Exercising / Skills Retention

An annual Emergency Management training program is to be conducted and reported on through EPC. This training is to cover operational response requirements and CIRT team member requirements, including.

- annualised ECO training;
- CIRT membership exercises for skill retention;
- EPC training;
- IAT training;
- occupants training; and
- ongoing skills retention program.

Refer to the University intranet for more information.

Glossary

All-hazards approach

An integrated approach to Emergency preparedness planning, that focuses on capacities and capabilities that are critical to preparedness for a full spectrum of emergencies. This approach is location-specific and considers the hazards most likely to occur in that area. All-hazards planning does not specifically address every possible threat but ensures that University has the capacity to address a broad range of related Incidents, emergencies or crises. Based on the principle that those systems and methods of operation which work for one hazard are likely to work for other hazards. It does not, however, prevent the development of specific Plans and arrangements for hazards that require specialised approaches, e.g. Bushfire, flood, cyber, pandemic.

BAU

Business as Usual – the usual work carried out by a team or individual.

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 staff member appointed by the Health, Safety and Wellbeing Unit to coordinate and manage the initial response to local building Incidents and Emergencies. This person is in charge of the Emergency Control organisation and directs local response to emergency events.

CIRT

The Critical Incident Response Team is activated to coordinate the University's operational response to Level 2 incidents/emergencies or higher and consists of representatives from key local units.

CMC

Crisis Management Committee – a team of University executives who will form to address and manage a specific Crisis (Level 3).

Crisis

Abnormal or extraordinary event or situation that threatens the University and requires a strategic, adaptive and timely response to preserve its viability and integrity.

Critical Incident

A situation or Incident which has, or may have, an adverse impact on the University.

ECO

Emergency Control Organisation – A person or persons formally appointed by the Senior Manager of the local area 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 HSW to the EPC. It typically consists of a Chief Warden, Deputy Chief Warden, Wardens & First Aiders().

Emergency

An event that arises internally, or from external resources, which may adversely effect the occupants or visitors in a facility, which requires an immediate response. Requires Emergency Services attendance. Risk Management Policy definition: means an incident which has immediate, serious impacts to safety, infrastructure or the environment, and which requires external emergency services to respond

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.

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. (AS3745 definition: A committee responsible for establishing an Emergency Plan, Emergency response procedures and an ECO).

Evacuation

The orderly movement of people from a place of danger.

Evacuation Diagram

Emergency and evacuation information about the Facility, comprising a pictorial representation of a floor or area and other relevant Emergency response information.

Event

Occurrence or change of a particular set of circumstances

- can be more than one
- can have several causes
- can have several consequences

EWIS

Emergency Warning and Intercommunication System.

Facility

As per AS3745, a building, structure or workplace that is, or maybe occupied by people (occupants)

HSMS

Health and Safety Management System

Incident

An event that can be, or could lead to, a disruption, loss, Emergency or Crisis

Incident Owner

Incident Owner – The delegated/senior officer on site responsible for controlling the Incident/Emergency.

Occupant

A person attending a Facility on a permanent or temporary basis, such as an employee, contractor, student or resident, but not a visitor.

Protective Services

Responsible for the provision of Security Services and Emergency response to the University.

UEIRP

University Emergency & Incident Response Plan with defined assessment & escalation processes; roles & responsibilities to respond to a level 2 & 3 incidents and emergencies

Visitor

A person who is within a Facility who is temporarily visiting the Facility and is not:

- employed at or for the Facility, either on a permanent casual, temporary, contracting basis.
- a resident; or
- studying at the Facility

Note: Visitors include customers and clients.

Warden

Staff nominated as responsible for facilitating a fast and efficient initial response to Emergency situations within a defined area of a building.

HSW

Refers to the Health, Safety and Wellbeing Unit that oversees the delivery of overall Workplace Health and Safety within the University (i.e. student and public related considerations).

Workplace

Any place where work is, or is to be, performed by:

- a person engaged for work for gain or reward, or on a voluntary basis
- a person conducting a business or undertaking; or
- as defined by the relevant Commonwealth, State and Territory Work Health and Safety statutes for the definition of ‘workplace’

PEAR

Protection principles – People, Environment, Asset, Reputation.

PEEP

Personal Emergency Evacuation Plan – An individualised Emergency plan designed for a building occupant who may have a special need or may need assistance during an evacuation.

Campus list

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

Name	Location	Facilities
Sydney-based		
Camperdown/ Darlington Campus	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. The Campus is also home to sporting and recreational facilities that host large sporting, cultural and entertainment events.
Cumberland Campus	Located in Lidcombe, 16 kilometres from the CBD, in the heart of Sydney's greater west.	The Campus has a large health sciences library, specialised laboratories, health clinics and a sports centre.
Camden Campus	Located two hours south west of Sydney's CBD.	Primarily farms and research facilities.
Mallett Street	Located on the western edge of the Sydney CBD, just a short stroll from the Camperdown/ Darlington Campus.	Home to the Sydney Nursing School; The Brain and Mind Centre and the National Health and Medical Research Council (NHMRC) Clinical Trials.
Burren Street	Located at 128-146 Burren Street, Newtown. A short walk from the University's Darlington Campus.	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.
Surry Hills Dental Hospital	Located in Chalmers Street, Surry Hills.	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	Located in the heart of Sydney's CBD.	The University of Sydney Business School and the Sydney Law School run some classes here.
Sydney Conservatorium of Music (SCM)	Located in the Royal Botanical Gardens near the Sydney Opera House.	'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.

Name	Location	Facilities
Regionally-based		
Lismore /Grafton	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.	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	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.	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	Narrabri is 521 km north west of Sydney.	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.
Broken Hill	The Campus is located in the far west NSW town of Broken Hill.	The Campus includes the Centre for Remote Health Research.
Pearl Beach	Located 60km north of Sydney at Pearl Beach on the Central Coast.	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	Located in the Southern Tablelands town of Marulan near Goulburn.	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	The site spans four hectares of the southern end of the Great Barrier Reef, and it remains almost completely free of human disruption or influence.	The University's Faculty of Science oversees this Campus. In addition to student accommodation, the Campus has three laboratory areas. 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 research station has helped facilitate breakthroughs in climate change, geology and marine observations.

Figure 8 *Campus List*

Appendix

A note on the Relationship to NSW Emergency Management Plan (EMPLAN)

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. 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.

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; and
- 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. In Sydney, the local Emergency management area is the City of Sydney. In regional sites, the CIRT is the liaison to the Emergency Management Committee, as required by the EMPLAN arrangements always to remain active and underpin Emergency responses to situations that may involve extremely serious Incidents occurring:

- on the University grounds, or
- externally, but where it 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 in the EMPLAN and the University remain the same.



“The UEIRP
represents our
collective leadership
and planning on
how we respond in
times of emergency,
it reflects our
culture of readiness
and shared
responsibility.”

Nicole Gower,
Vice-President (Operations)



CRICOS 00026A TEQSA PRV12057

Produced by the University of
Sydney, July 2025. The University
reserves the right to make
alterations to any information
contained within this publication
without notice.