

## Governance Policy

What guides us:

Living Te Tiriti o Waitangi  
Ensuring ākongā are at the centre of everything we do  
Delivering high-quality, future-focused teaching and learning

Poipoi – Kauawhi – Tāuteute – Pūnaha Auaha – Ārahi  
Nurture - Include - Engage - Innovate - Lead

## EMERGENCY MANAGEMENT

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Sponsor	: Deputy Chief Executive Systems and Support
Owner	: Manager Finance
Who are these procedures for	: All kaimahi and ākongā

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### Outcome statement

1. This policy reinforces the Te Aho o Te Kura Pounamu (Te Kura) Board of Trustees' (Board) commitment to the health, safety and wellbeing of all ākongā, Kaimahi, and stakeholders during Emergency Events.
2. Te Kura will establish and maintain a robust Emergency Management framework that prioritises safety, minimises risk, and ensures a well-coordinated response and recovery. This framework supports fostering preparedness and resilience through education and training, aligning with the [Civil Defence Emergency Management Act 2002](#) and [Health and Safety at Work Act 2015](#).

### Te Tiriti o Waitangi

3. Te Kura acknowledges its obligations under Te Tiriti o Waitangi and is committed to incorporating mātauranga Māori and kaupapa Māori into emergency management practices. This includes fostering relationships with iwi and hapū to enhance planning and response efforts.

### Cultural Inclusivity

4. Cultural safety and responsiveness are paramount to Te Kura for kaimahi, ākongā and whānau. This policy acknowledges the right of other cultures and cultural contexts to be identified and that emergency management practices will incorporate the necessary accommodations to support equitable accessibility and outcomes.

### Scope

5. This policy applies to all types of hazards and emergencies, at all Te Kura locations, including physical premises and distance learning environments. It encompasses the unique needs of the distance learning model of Te Kura while ensuring compliance with relevant legislation.
6. This policy applies to all Te Kura Kaimahi as defined, ākongā, and visitors to any Te Kura locations.
7. Everyone covered by this policy, regardless of their role, must consistently adhere to all Te Kura policies and comply with New Zealand laws.

## Delegated authorities

8. The Board delegates authority to the Chief Executive to take necessary actions to protect lives, prevent further injury, minimise harm to the infrastructure and assets of Te Kura, and ensure continuity of education services during and after an Emergency Event.
9. The Chief Executive may sub-delegate this authority to individuals identified in the BCP.
10. Any decisions made during an Emergency Event should align with the principles of the [Financial and Human Resources Delegations Governance Policy](#).

## Accountabilities and responsibilities

11. The Board holds ultimate responsibility and accountability to ensure the health, safety, and wellbeing of all ākonga, Kaimahi, and visitors by establishing a comprehensive emergency management framework<sup>1</sup>. This is achieved through the establishment and maintenance of effective Emergency Management and internal control systems, supported by comprehensive written policies and procedures.
12. The Chief Executive is responsible for the daily operations of Te Kura<sup>2</sup>, ensuring the safety and wellbeing of all ākonga, kaimahi, and stakeholders through a strong focus on emergency preparedness and education. This includes developing, implementing, and maintaining an Emergency Management framework, BCP, CIMS, and related procedures. The Chief Executive must regularly assess Te Kura's readiness, review risks, and strengthen preparedness through ongoing evaluation, training, and education.
13. Ākonga and Kaimahi are expected to follow emergency plans and procedures during any Emergency Event.

## Definitions

14. In this policy, unless the context requires otherwise:

Term	Definition
<b>BCP</b>	Business Continuity Planning outlines the processes, procedures, and resources Te Kura will use to ensure critical operations can continue or be restored quickly in an Emergency Event.
<b>CIMS</b>	The Coordinated Incident Management System, used to manage responses to Emergency Events.
<b>Emergency Event</b>	Any incident, including natural disasters, health crises, and technological disruptions, that affects ākonga, Kaimahi, stakeholders, or Te Kura locations.
<b>Emergency Management</b>	Strategies and actions to reduce risks, prepare for, respond to, and recover from Emergency Events.
<b>Kaimahi</b>	Staff member, including permanent, fixed-term, temporary, and seconded employees, as well as volunteers and contractors engaged by Te Kura, regardless of whether they work full-time, part-time, or casually.
<b>Readiness</b>	Preparatory activities, including training, planning, and resource allocation.
<b>Risk Reduction</b>	Actions aimed at identifying and mitigating risks to reduce their impact.
Frequently used terms, including Te Reo Māori, can be found <a href="#">here</a> .	

<sup>1</sup> Section 125 Education and Training Act 2020 and requirements of the Health and Safety at Work Act 2015

<sup>2</sup> Section 130 Education and Training Act 2020

## Policy statements

15. A robust emergency response framework is built on key principles that ensure preparedness, effectiveness, and resilience – refer **Appendix A**. These principles should guide the development of plans for Te Kura that minimise harm, mitigate risks, and address the unique challenges of Emergency Events.
16. BCP is integrated into the strategic goals of Te Kura to maintain uninterrupted delivery of education and services. Emergency management plans prioritise the health, safety, and wellbeing of all individuals while recognising the broader social and community obligations of Te Kura.
17. Risks that could disrupt operations should be identified, assessed, and managed through mitigation strategies.

## Expectations and limitations

18. Emergency Management must consider and include<sup>3</sup>:

### Risk Reduction

19. Te Kura will identify and mitigate risks at physical locations and in digital learning environments.
20. Risks will be documented in a [Hazard Risk Register] and addressed per the [Risk Management Hātepe Kaimahi].

### Readiness

21. Emergency response plans, including evacuation procedures and communication protocols, will be developed and reviewed regularly.
22. Regular training and drills will be conducted for Kaimahi and, where applicable, ākongā.

### Response

23. Te Kura endorses the use of CIMS for managing Emergency Events.
24. All Emergency Events will be reported and managed per established procedures.

### Recovery

25. Plans will be developed to ensure a seamless transition to normal operations after an Emergency Event.
26. Te Kura will integrate BCP with emergency recovery efforts.

## Compliance

27. Breaches of this policy may be treated as a performance issue, misconduct, or serious misconduct and will be managed in accordance with the Te Kura [Code of Conduct - Kaimahi](#) and the relevant employment agreement.

## Monitoring and reporting

28. The Chief Executive will oversee the implementation of this policy and will report annually to the Board on its compliance.

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<sup>3</sup> This should align with the [The 4 Rs](#) approach (National Emergency Management Agency Te Rākau Whakamarumarū).

## Further support and guidance

29. Additional information that supports this policy can be found in:

### Policy documents

- a. [\[Business Continuity Plan\]](#)
- b. [Financial and Human Resources Delegations Governance Policy](#)
- c. [Health and Safety Governance Policy](#)
- d. [Kaimahi Code of Conduct](#)
- e. [Policy Framework Governance Policy](#)
- f. [Protected Disclosure Hātepe Kaimahi](#)
- g. [\[Risk Management Hātepe Kaimahi\]](#)

### Guidance

- h. [Civil Defence website](#)
- i. [Home — Get Ready — Emergency preparedness in New Zealand](#) (National Emergency Management Agency Te Rākau Whakamarumarū)
- j. [The 4 Rs](#) (National Emergency Management Agency Te Rākau Whakamarumarū)
- k. [Worksafe New Zealand Mahi Haumarū Aotearoa](#)

### Legislation

- l. [Civil Defence Emergency Management Act 2002](#)
- m. [Crown Entities Act 2004](#)
- n. [Education and Training Act 2020](#)
- o. [Education \(School Boards\) Regulations 2020](#)
- p. [Health and Safety at Work Act 2015](#)
- q. [Public Records Act 2005.](#)

**Approved by Nicola Ngarewa, Chairperson, Te Aho o Te Kura Pounamu Board of Trustees**

## Appendix A: Principles of Emergency Management

1. The following are key principles of emergency management and provide a foundation for creating effective plans:

### Comprehensive

2. A successful emergency management plan considers all potential hazards and addresses every phase of an emergency, from prevention to recovery. This means identifying risks, prioritising responses, and clearly defining responsibilities. A comprehensive approach ensures that all stakeholders know their roles and that no critical steps are overlooked during a crisis.

### Progressive

3. Preparedness is key to building resilience. A progressive emergency management plan anticipates future risks and focuses on proactive measures to prevent or mitigate disasters. By prioritising preparation, Te Kura can develop disaster-resistant and resilient systems to safeguard ākongā, Kaimahi, and the wider community.

### Risk-Driven

4. Efforts should focus on the most significant and likely risks. Using risk assessments, emergency management plans target the threats with the greatest potential for harm.

### Integrated

5. Collaboration is vital during emergencies, often involving multiple organisations, such as local councils, emergency services, and other agencies. Integration ensures that all groups work together seamlessly, aligning efforts and sharing resources to provide coordinated support. By involving local organisations, and the Te Kura community in planning, responses remain unified and efficient.

### Collaborative

6. Emergency Events require collective effort. Te Kura should build relationships with agencies, organisations, and individuals who may play a role in responding to disasters.

### Coordinated

7. While collaboration is important, coordination ensures each group knows its specific role and performs it efficiently. Every group must operate within a structured and coordinated framework to maximise efficiency and avoid duplication of effort.

### Flexible

8. Emergencies are unpredictable, and even the best plans may require adjustments in the moment. Flexibility allows for adapting to unforeseen challenges, such as communication breakdowns or infrastructure damage. A flexible plan empowers decision-makers to think creatively and respond effectively when conditions change unexpectedly.

### Professional

9. Professionalism ensures emergency management planning is grounded in expertise and data-driven approaches. By adhering to ethical standards, staying informed on best practices, and maintaining a commitment to continuous improvement, emergency managers create credible, reliable plans. This professionalism builds confidence among stakeholders and reduces the likelihood of errors.