



St Mary's
University
Twickenham
London



Major Incident Plan

Plan, Roles and Responsibilities

August 2016

Contents

Section 1 – Plan Strategy	4
1.0 Plan Introductions & Objectives	5
1.1 Definition of Major Incident	6
1.2 Procedures	8
1.3 Monitoring and Review	8
Section 2 – Major Incident Management	9
2.0 The Major Incident Team	10
2.1 Team Objectives	10
2.2 Team Instruction	10
2.3 Composition of Major Incident Team	11
2.4 Team Member Roles	12
2.5 Team Call-Out Procedures	20
2.6 Major Incident Control Rooms	21
2.7 Managing the Crisis	22
2.8 Standing Down	28
Section 2a – Initial Response Procedure	29
2a.0 Action by Controller	30
2a.1 First Security Patrol at Scene	31
2a.2 Security Duty Supervisor	31
2a.3 General Information on particular hazards	32
2a.4 Emergency Services Protocol	35
2a.5 Immediate Procedures Flowchart	37
Section3 – Contact Lists	38
3.0 Introduction	39
3.1 MIT Identification and Contacts	39
3.2 Emergency Services and Contacts	41
3.3 Emergency Suppliers	42
3.4 Consultants	43

Section 4 – Media Relations & Staff/student Communication	45
4.0 Scenario Planning Review	46
4.1 Media Notification	46
4.2 Media Listings	47
4.3 Handling Media Enquires	48
4.4 Media Conferences and Interviews	48
4.5 Staff Media Training	48
4.6 Staff Procedural Training	49
4.7 Staff and Student Communications	49
4.8 Refuges	49
4.9 Temporary Kitchens, Accommodation and Services	49
Section 5 – Quick Reference Checklists	50
Team Coordinator	51
Team Secretary	53
Estates and Facilities	54
Security	56
Health & Safety	57
Human Resources	58
Media Relations	59
Student Services	60
Finance	61
IT	62
Heads of Schools/ Services	65
Major Incident Team: Meeting Agenda	66
Major Incident Team: Checklist	67
Information for Telephonists	71
Family and friends Reception Centre	73
Sample Holding Statements	74

SECTION 1

PLAN STRATEGY

1.0 PLAN INTRODUCTION & OBJECTIVES

The Civil Contingencies Act 2004 delivers a single framework for civil protection in the United Kingdom and is aimed at meeting the emergency management challenges of the twenty-first century. It establishes a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level which HEIs should be aware of and liaise with in developing their own emergency plans. As such, the University has recognised the need to produce a comprehensive Plan (Major Incident Plan) to deal with the immediate consequences and aftermath of a major emergency situation.

The Major Incident Plan (MIP) concentrates on dealing with major emergencies involving physical damage to University assets, incidents that threaten the health and safety of personnel, the operational structure and/or reputation of the University and incidents which require special measures to restore operations to normal.

Certain incidents (e.g. outbreaks of meningitis or other diseases, food poisoning, injury to students or staff et al) will be covered by separate specific protocols and would not normally require this MIP to be activated. This MIP can however be activated if the extent of any incident, including those with separate protocols, is deemed serious enough to warrant activation.

A successful response to a major incident will require effective evacuation of the incident area, and co-ordination of local agencies. Therefore it is imperative that the strategic objectives are recognised at the earliest possible moment. These objectives are:

- to save and prevent loss of life;
- to ensure the safety of personnel deployed at the incident;
- in so far as the saving of life permits, to make secure, preserve and protect the scene, and property; and
- to mitigate any further damage.

At the incident when it becomes apparent that no further life can be saved, prioritisation will relate to issues surrounding:

- arranging relocation of survivors;
- recovery of any deceased in a dignified manner, which ensures the integrity of their identification;
- assisting with identification of the victims in order that the Police Service may inform the next of kin as soon as possible;
- investigating the incident, obtaining and securing all available evidence in conjunction with other investigative bodies, where applicable; and
- in liaison with the Emergency Services, ensuring an appropriate response to the media. Police Service will normally agree to co-ordinate the media response for the Emergency Services at a major incident.

All inquiries regarding casualties should be redirected to the Police Service.

At the University, prioritisation will relate to issues surrounding:

- activating and co-ordinating the overall University response;
- obtaining full and factual information;
- establishing an effective and appropriate communications strategy reassuring survivors and their families through appropriate support systems;
- delivering an appropriate, and consistent response to the media at the incident and at the University;
- ensuring communications are open, factual, accurate, and seek to reassure those directly involved and the public in general;
- safeguarding the University's reputation; and
- ensuring continuity of business.

Any deviation from these objectives should be recorded together with the casual factors that provoked the deviation.

The aims of the Plan are to:

- protect staff, students and others;
- secure the University's infrastructure and facilities;
- maintain the University's reputation;
- resume core business activities as soon as possible.

The Plan makes provision for the establishment of a Major Incident Team (MIT) of pre-nominated individuals who will be responsible for the immediate handling of the incident and for co-ordinating the University's response to the incident. Their first objective will be to establish the extent of the incident and to ensure correct information is provided to all parties involved. The MIT will subsequently establish immediate response strategies and tactics, deploy appropriate resources and initiate emergency-recovery processes.

When activated the MIT will meet in one of a number of pre-designated Major Incident Control Rooms which will form the focus for the University's immediate response to the incident.

The Plan is reviewed annually and suitable amendments made. The Plan will be tested annually by a simulation exercise involving members of the MIT (see also 1.3).

All pre-nominated members of the MIT will receive a copy of the Plan. In addition copies will be provided to University management as required. Full details of Plan holders will be maintained.

The existence of the University's MIP is advised to the University community by means of an abridged guidance document.

1.1 DEFINITION OF "MAJOR INCIDENT"

For the purposes of this Plan a "major incident" is an incident which, because of its scale or impact, is beyond the scope of resolution by normal mechanism or decision making authority within acceptable time scales. It will be of such scale that the University will be unable to deliver a substantial element of its core activities, and may require the large scale deployment of some, or all, of the combined resources of the Emergency Services, including the Police Service, Fire and Rescue Service, and the Ambulance Service. It may also require the resources of the Richmond and Twickenham Healthcare Service and Primary Care Trust, Richmond Borough Council, the British Red Cross, and St John Ambulance. The incident may require:

- the mobilisation and organisation of the above Emergency Services and supporting organisations, to cater for the threat of death, serious injury or homelessness to a large number of people;
- the rescue and transport of a large number of casualties;
- the involvement either directly or indirectly of large numbers of people;
- the handling of a large number of enquires likely to be generated both from the public and the news media.

In these circumstances, and following consultation with the Emergency Services at the incident site, the University's MIP may be invoked, and the Major Incident Team (MIT) activated. Any of the responding Emergency Services may declare a major incident but the University's MIP shall only be activated if it is deemed appropriate by the University. The Director of Estates, or appropriate

Head of School/Service, after seeking information on the extent and impact of the occurrence, will liaise with the MIT Coordinator to decide if the MIP should be invoked.

Possible incidents that would result in the MIP being invoked might involve any of the following:

- terrorism – bombs, sabotage, arson;
- major fire; or aircraft crashing into a University building;
- incident involving a number of student and/or staff fatalities;
- neighbouring hazards – chemical/explosive operations;
- chemical explosion at a University building;
- biological incident, or radiation leak, at a University facility.

Beneath the level of "major incident" will be serious incidents, i.e. those incidents that do not cause significant disruption to the University's core activities, or require the prolonged aid of the Emergency Services and supporting organisations. Procedures to be adopted in these circumstances may be found in "University Protocols in the Event of Serious Incidents" (Serious Incident Response Plan).

An assessment of a reported incident will be made by the MIT at the time but the following can be used as a general guide for defining levels of incident:-

► **Bronze Level:** a relatively minor or local incident causing no serious physical threat to personnel or property. May result in a limited disruption of services, involve no legal ramifications and pose no threat to the reputation of the University. Procedure will generally be as Section 2a i.e. Operational Teams such as Security activated.

MIP/MIT activated: NO.

► **Silver Level:** situations or incidents which pose a potential threat to personnel or property and/or can cause disruption to the operation of the University. May threaten the reputation or status of the University or have potential legal ramifications. May involve the isolation and/or evacuation of part of a building and assistance from the external Emergency Services. This will require the involvement of the Emergency Services Liaison Officer and areas of the University will be under Emergency Services Control i.e. activation of Tactical Teams such as Facilities Management Services and Health & Safety.

MIP/MIT activated: POSSIBLY

► **Gold Level:** major incidents which (if not already) have the potential to escalate quickly into disasters. Will significantly affect the University community and/or the reputation or status of the University. May compromise the functioning of an entire department or facility, building or group of buildings, causing disruption to the University's overall operation. Major efforts required from the University's own support services as well as from the external Emergency Services. This will require the involvement of the Emergency Services Liaison Officer and areas of the University will be under Emergency Services Control i.e. the activation of the Strategic Team including Senior Staff at the University.

MIP/MIT activated: YES

1.2 PROCEDURES

The University's response to and recovery from a major incident is achieved by the MIT working to Checklists (see also section 5 of this plan) provided for each Team Member within this Plan. These Checklists enable daily objectives to be set, priorities established and tasks assigned.

The MIT shall meet as regularly as necessary for status reporting, debriefing etc and not less than every 24 hours during the first 5 days following Call-Out. Meetings will take place in a nominated Major Incident Control Room at 7.30 a.m. (unless otherwise instructed).

Any Team Member receiving notification of a potential disaster is required to implement the Team Call-Out procedure.

In the event of public or media interest, (see also section 4 of this plan) Team Members must refer enquiries to the Team Spokesperson and avoid comment of their own. Where communication is essential (rarely the case) restrict comment to:-

- confirmation of the obvious;
- cause and effect are under investigation:
- implementation of the University's contingency plan is in progress;
- a detailed statement will be provided by the corporate spokesperson as soon as possible.

1.3 MONITORING AND REVIEW

The Health and Safety Officer will be responsible, with advice from the other members of the Team, for monitoring developments throughout the year that may impinge on the effectiveness of the Plan and will report these to the Health and Safety Committee for Major Incident Review.

The Plan will be reviewed annually by the University Secretary and a report made as part of the University's Risk Management Policy.

A disaster simulation exercise will be undertaken every year, involving all members of the MIT. Feedback on the operation of the Plan from such exercises and also from any real incidents that may occur shall be made available as part of the University's Risk Management Policy.

SECTION 2

MAJOR INCIDENT MANAGEMENT

2.0 THE MAJOR INCIDENT TEAM (MIT)

The Major Incident Team is composed of nominated members (or alternatives) and is required to pursue the aims of the Plan which are:

- To protect staff, students and others;
- To secure the University's infrastructure and facilities;
- To maintain the University's reputation;
- To resume core business activities as soon as possible.

2.1 TEAM OBJECTIVES – TO:

- a) Determine the scope and impact of the incident
- b) Develop strategy to deal with the immediate effects of the incident
- c) Prioritise immediate actions. Prevent further damage/harm
- d) Allocate individual and/or group responsibilities for implementing action
- e) Deploy resources and equipment
- f) Communicate information, advice and instructions
- g) Monitor and re-evaluate conditions.

Also to:

- respond quickly and calmly as the incident develops
- to be familiar with the MIP and any updates
- to give priority to the recovery programme and assign essential normal duties to other staff during critical recovery stages.

2.2 TEAM INSTRUCTION

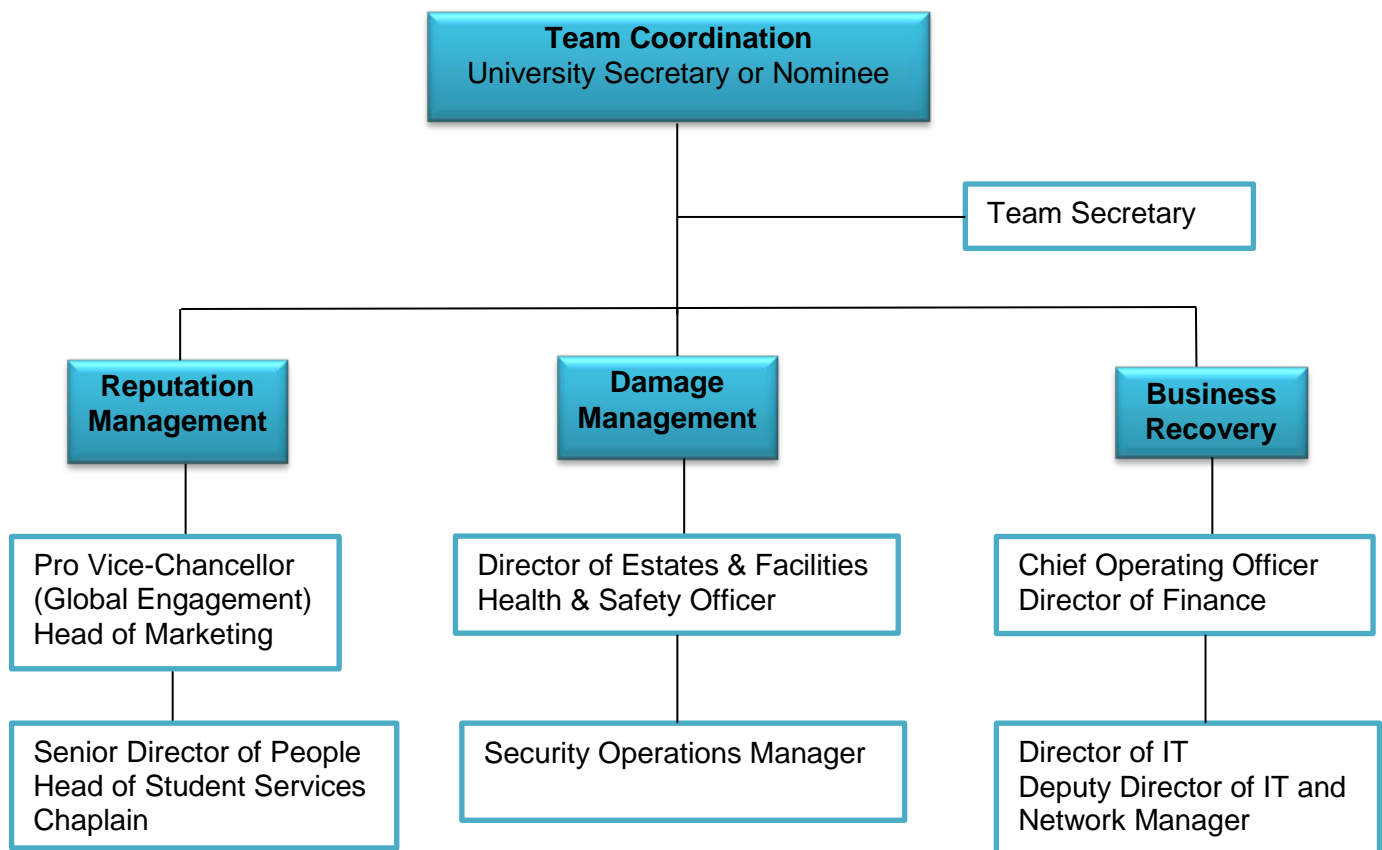
In the event of being called from home bring the following:-

- your copy of the Plan, with any amendments
- your copy of any separate relevant emergency protocols
- your mobile telephone/Laptop computer
- your University ID card.

Note : Certain Members of the MIT (University Secretary/ Director of Estates and Facilities/ Security Operations Manager) will be pre-authorised to make immediate charges on a Major Incident Management Account up to a limit of £10,000. Thereafter, further expenditure has to have the prior approval of the Vice-Chancellor or his appointed Deputy.

2.3 COMPOSITION OF MAJOR INCIDENT MANAGEMENT TEAM

While Team membership will vary depending on the nature and extent of the incident, the following is the core membership of the University's MIT:



An Emergency Services Liaison Officer will also be appointed to report to the Team.

The MIT is required to respond with due regard to the quality of the information available and the scale and impact of the incident. The responsibility for the immediate level of response lies with the Team Coordinator (or his/her alternative) or if not immediately available any other Team Member. The MIT should be called (see Section 2.5 Team Call-Out Procedures) and the MIP invoked if in the opinion of the Coordinator (or his/her alternative or other available Team Member) the incident is of such scale or effect as to trigger a Silver or Gold Level call-out (or has the potential to justify such a call-out).

Note:

- a) A Team Member may perform more than one function.
- b) Team names and contact telephone numbers are provided in Section 3.
- c) The MIT will require assistance from other sources and may co-opt onto the Team any such resources, e.g. from Departmental Managers, Human Resources, Registry etc.

2.4 TEAM MEMBER ROLES

Team Coordinator:

The MIT Coordinator (University Secretary) is responsible for all actions of the MIT in fulfilling the objectives of the MIP. Specifically to:

- a) Maintain overall executive control and co-ordinate actions.
- b) Provide professional leadership and direction.
- c) Liaise with Pro Vice-Chancellor (Global Engagement), Head of Marketing and Team Spokesperson (if appointed) regarding information releases (internal and external).
- d) Co-opt any other member of University staff to assist with the incident.
- e) Co-ordinate briefing to all Schools and Services (including the Catering Services Manager) at the earliest possible juncture of the implications of the Disaster Recovery Process and the action required of them in its implementation.
- f) Ensure that MIP objectives are met.
- g) Ascertain that normal business is resumed as soon as possible.
- h) Once the Team is assembled, setting the Agenda (see MIT Agenda – Section 5) as follows:
 - a. Liaising with University's Initial Response Team, to receive initial situational assessment. If staff and students have been displaced, decisions will be required regarding a relocation area, or if instructions should be given for everyone to go home.
 - b. Analysing the situational assessment to establish clearly what has happened including:
 - i. Major incident cause, if known.
 - ii. Exact location of incident.
 - iii. Type, and extent, of incident.
 - iv. Potential hazards, including fuel spillages, debris, weather conditions, potential presence of gases, chemicals, fire, or danger of explosion.
 - v. Emergency services present.
 - vi. Access and egress routes. See University plans.
 - vii. If available, approximate numbers of persons trapped, or injured. [Consider visits to injured persons in hospital, or at home. If fatalities confirmed by Police Service, consider letter(s) of condolence]
 - viii. Scale of damage, or possible further damage/containment.
 - ix. Consider the impact of the incident on surrounding areas.
 - x. Consider the traumatic impact of injured persons and/or fatalities on staff and students.
 - xi. Consider need for emergency reception, rest and evacuation, and/or family and friends centre.
 - c. Delegating roles, and responsibilities for the Major Incident Team members including:
 - i. Academic and Student Affairs – student information, academic area expertise, general support.
 - ii. Development – call centre assistance, reassuring project sponsors.

- iii. Heads of Schools – briefing their staff and assisting with any other relevant business including implementing their Business Continuity Plans.
 - iv. Estates – initial response, damage assessment/management, business continuity.
 - v. Finance – disaster recovery fund, emergency procurement procedures, insurance.
 - vi. Human Resources – legal advice, resourcing centres, staff information and support.
 - vii. Information Services – IT systems, telecommunications.
 - viii. Marketing – reputation management, media centre, call centre, website.
 - ix. Research – general support, continuity of research projects, partnerships.
 - x. Health & Safety – monitoring.
- d. Ensuring support mechanisms are in place for all stakeholders, including students, staff, relatives, members of the public, and local community.
- e. If required, liaising with the Police Service, and identifying appropriate persons to liaise as an alternative
- f. Arranging for regular updates from the University Immediate Response Team (UIRT), and the Emergency Services.
- g. Evaluating the short-term scale and impact of the crisis on teaching and research.
- h. Ascertaining when available, and if needed, access to the incident site.
- i. Scrutinise updates from the Communications Team, and approve press statements and releases.
- j. Scrutinise updates for Business Continuity, and consider recommendations for reallocation and relocation.
- k. Identifying possible long-term effects that should be addressed.
- l. Arranging schedule of meetings, and roster, for Major Incident Team members to ensure adequate resources are available throughout the incident.
- m. Agree time for reconvening, or date of next meeting.
- i) Declaring Stand-Down when special arrangements for dealing with a major incident are no longer required.
- j) Following the incident, ensuring that support mechanisms continue in place for all stakeholders.
- k) Arranging a debriefing and evaluation session with the MIT.
- l) Arranging a formal debriefing session with the Police Service and appropriate Emergency Services **no later** than two weeks following the incident.
- m) Arranging for all response information to be collated and audited by the Team Secretary. The report should highlight any organisational issues that need to be addressed and included in the MIP.
- n) Arranging a formal debriefing session with the MIT to consider report on the incident.

Team Secretary:

To work with the Team Coordinator, set up and audit the Major Incident Control Room, logging and dealing with queries, recording Team actions and decisions, maintaining an official record of events, relaying information as required.

Pro Vice-Chancellor (Global Engagement)

Responsible for all information releases (see also Section 4 of this plan) and to:

- a) Communicate with the University Secretary and/or senior management team.
- b) Manage all University statements internally and externally including, pre-prepared and developed and any subsequent media releases and interviews, arrange press conferences and media visits.
- c) Monitor press/media coverage and take action as required.
- d) Manage internal communications with staff.
- e) Safeguarding the University's reputation with appropriate communications and advise on actions necessary to protect the University's reputation.
- f) Liaise with Head of Student Services and Human Resources.
- g) Providing credible and accurate press releases for approval by the MIT.
- h) Ensuring activation of the Media, and Call Centres.
- i) Providing support to the MIT Coordinator.
- j) Liaising with the Head of Marketing regarding activation of the Communications Team; to ensure representation at the incident location; to assist in dealing with all queries from the media, staff and students; monitoring media coverage, and providing regular updates for the University website.
- k) Providing, for approval of the MIT, credible and accurate information to be released to the media, staff and students.
- l) Liaising with the Director of IT, regarding setting up the Media Centre.
- m) Ensuring availability of Vice-Chancellor for press statements, and interviews.
- n) Preparing timetable of press statements, and interviews.
- o) Liaising with the Director of IT regarding activation of the Call Centre.
- p) Ensuring that all inquiries on casualties are redirected to the Police Service.
- q) Liaising with the Communications Team to keep MIT abreast of media response.
- r) Attending a debriefing and evaluation session with the MIT.
- s) Following incident stand-down, preparing report and forwarding to the Senior Administrator, Vice-Chancellor's Office, highlighting any organisational issues that need to be addressed and included in the incident report, or the major incident plan.

Head of Student Services (and her team) and the Chaplain:

To assist the Pro Vice-Chancellor (Global Engagement) with particular reference to:

- a) Providing support to the MIT Coordinator
- b) Provision of assistance for directly affected students and dealing with all student matters
- c) Organise counselling or other services for students (and staff)
- d) Communications and information releases
- e) Providing support and welfare for students
- f) Supplying information, and dealing with all queries relating to students.
- g) Liaising with Heads of Schools and associated staff regarding relocation, and temporary reporting procedures for any displaced students and staff.
- h) Checking on any injured students, determining their location (at hospital or at home), and arranging support for family members.
- i) Arranging letters of condolence after fatalities have been confirmed by the Police.
- j) Liaising with Heads of Schools and associated staff to ensure the short-term continuity of all affected teaching and research areas.
- k) Endeavouring to re-establish the delivery of the critical activities as outlined in area's business continuity plan, and the continuity of any affected academic areas in the University.
- l) Advising on the long-term consequences of the incident and dealing with all matters relating to effects of the incident on students' progression.
- m) As required, arranging for provision of support and counselling for students.
- n) Attending a debriefing and evaluation session with the MIT.
- o) Following the incident, liaising with the Senior Director of People and the Head of Human Resources, ensuring that support mechanisms continue to be in place for students and academic staff.
- p) Following incident stand-down, preparing report and forwarding to the Team Secretary, highlighting any organisational issues that need to be addressed and included in the incident report, or the major incident plan.

Security Operations Manager:

(working to the Director of Estates and Facilities. Co-opted to the Major Incident Team as required):

- a) Implementing entry/security protocol in the event of MIP activation.
- b) Ensuring security resource matches security demands at all times.

Director of Estates and Facilities

Responsible for checking the damaged location, dealing with Security and the Emergency Services in lieu of the Security Operations Manager and Emergency Services Liaison Officer. Responsible for:

- a) Assisting the Coordinator with invocation of the major incident plan. If the University estate is affected by the incident, assessing with the MIT Coordinator, if the level of impact requires invoking the major incident plan, and activating the MIT.
- b) Assisting the Coordinator in ensuring that an integrated response is being established.
- c) Providing direction and leadership to the Estates and Facilities Team.
- d) Organise the containment and assessment of physical and environmental damage
- e) Initiate and control the restoration of building services, communications and access for business continuity
- f) Liaising with UIRT.
- g) Coordinating the damage management, salvage, and clean up operations
- h) Providing MIT with strategy for continuity of activities for affected area.
- i) Supplying information on provision of teaching, research and administrative space within existing University facilities.
- j) Liaising with appropriate areas concerning the reallocation of space. Locate, supply and equip alternative workspaces or accommodation as necessary.
- k) Liaising with Heads of affected areas on situational assessment updates, and informing the MIT of the evolving situation.
- l) Liaising with Heads of affected areas regarding activation of the Business Continuity Plans, and informing the MIT of proposed plans for restoration of critical activities.
- m) Ensure all safeguards are in place to prevent further damage or loss occurring, and to ensure that access to the affected location(s) is regulated.
- n) On return from the MIT, arranging a briefing with the appropriate Estates and Facilities staff, the University Initial Response Team, and Security Control on the incident response, damage management, and short-term business continuity.
- o) Arranging a meeting with appropriate Facilities & Estates staff to formulate a draft plan of repair and restoration, for University approval.
- p) Following incident stand-down, preparing report and forwarding to the Team Secretary, highlighting any organisational issues that need to be addressed and included in the incident report, or the major incident plan.
- q) If required, formulating restoration project proposals for consideration by the University Senior Management Team and Board of Governors.

Health & Safety Officer:

To ensure at all times the health and safety of all persons at any affected locations and to assess and provide expert advice in relation to specific hazards. To liaise with the Health & Safety Executive, Environment Agency, Health Protection Agency and any other relevant statutory authority. Required to act as the Emergency Services Liaison Officer.

Heads of Schools:

Responsible for:

- a) Liaising with the MIT Coordinator, and updating regularly the Pro Vice-Chancellor (Academic Strategy).
- b) Advising on continuity of the academic programme.
- c) If required by the University's Initial Response Team, identifying the persons capable of providing expert information on hazardous substances in affected academic areas.
- d) Apprising, and updating the Pro Vice-Chancellor (Academic Strategy) on the situation.
- e) Assisting the Communications Team with press conferences.
- f) If required, assist in providing support to injured staff and students.
- g) Advising on the long-term consequences of the incident and dealing with all matters relating to effects of the incident on academic areas.
- h) Attending a debriefing and evaluation session with the MIT.
- i) Following incident stand-down, preparing report and forwarding to the Team Secretary, highlighting any organisational issues that need to be addressed and included in the incident report, or the major incident plan.

Emergency Services Liaison Officer:

The Emergency Services Liaison Officer to be appointed at the time of the incident (most likely to be the University Health & Safety Officer). To act as a point of liaison between the Emergency Services and the Major Incident Team, in particular:

- a) Establishing incident rooms and all services for emergency services.
- b) Agreeing 'cordoning off' and protocols of entry with emergency services.
- c) Providing any information required from the University by the emergency services.
- d) Providing a contact protocol between both parties.
- e) Updating the Major Incident Team on the progress of the emergency services in dealing with the incident, particularly any escalation of emergency services activity.

Chief Operating Officer Director of Finance:

Responsible for all aspects of business recovery continuity and to:

- a) Providing support to the coordinator.
- b) Ensure correct cost capture procedures are in place.
- c) Assess business interruption losses.
- d) Providing regular updates to the MIT Coordinator.
- e) On return to the MIT, arranging a briefing with the appropriate Finance Directorate staff for an update on financial aspects of the incident.
- f) If requested, assisting the Coordinator with preparation of a debriefing and evaluation session with the MIT.
- g) Following incident stand-down, compiling report on financial implications of the incident and forwarding to the Team Secretary, highlighting any organisational issues that need to be addressed and included in the incident report, or the major incident plan.

Director of Finance:

- a) Providing support to the Chief Operating Officer.
- b) Contact and be the liaison with the University Insurers/Loss Adjusters with assistance from Legal Services.
- c) Establish a cash reserve in case B block unavailable.
- d) Ensure correct cost capture procedures are in place.
- e) Assess business interruption losses.
- f) Establish position of any legally binding contracts which may be threatened by the incident.
- g) Dealing with all finance matters.
- h) Arranging disaster recovery fund, drawing cash to meet urgent purchasing needs, and if necessary, activating the St Mary's Emergency Procurement Procedures.
- i) Providing support to deal with financial queries.
- j) Setting up cost capture procedures under University's normal finance procedures, and allocating a unique reference number to all expenses associated with the claim.
- k) Checking position of legally binding contracts that may be threatened by the incident.
- l) Providing assurance on continuity of funding and processing of grant applications.
- m) Liaising with insurance companies on accident, and business interruption insurance.
- n) Providing regular updates to the Chief Operating Officer.

Senior Director of People

Responsible for:

- a) Providing support to the Coordinator.
- b) Dealing with all queries relating to staff.
- c) Assisting in arranging letters of condolence after fatalities have been confirmed by the Police Service.
- d) Providing regular updates to the MIT Coordinator.
- e) On return to the MIT, arranging a briefing with the appropriate Human Resources Directorate staff for an update on staff, and safety aspects of the incident.
- f) If requested, assisting the Coordinator with preparation of a debriefing and evaluation session with the MIT.
- g) Following incident stand-down, preparing report and forwarding to the Team Secretary, highlighting any organisational issues that need to be addressed and included in the incident report, or the major incident plan.

Head of Human Resources

Responsible for:

- a) Providing support to the Senior Director of People.
- b) Dealing with all queries relating to staff.
- c) Liaising with Occupational Health Advisor, Health and Safety Officer, and Chaplain, where necessary.
- d) Providing support and welfare for staff.
- e) Where possible, in conjunction with the Team Secretary, rapidly mobilising sufficient support staff to deal with the incident.
- f) Supplying information, and ensuring that all queries relating to staff are dealt with appropriately.
- g) Liaising with the relevant Head regarding provision of information to displaced staff regarding relocation, and temporary reporting procedures.
- h) Checking on any injured staff, determining their location (hospital), and arranging visits, and car support for family members.
- i) Assisting in arranging letters of condolence after fatalities have been confirmed by the Police Service.
- j) Arranging provision of Counselling and Chaplains where necessary.
- k) Assisting with activation of emergency reception centre, rest or evacuation centre, and/or the family and friends centre.
- l) Providing regular updates to the Senior Director of People.

Director of IT:

Responsible for all aspects involving Information Technology or Information Services. Specifically to:

- a) Assist in damage assessment, salvage and clean up operations.
- b) Implement the University's separate IT Contingency Plan if applicable.
- c) Restore as a priority access to the switchboard and thereafter all other IT systems, applications, data etc.
- d) Advice to the MIT and others on the IT implications of the incident.
- e) Set up and manage telephone help lines the information conveyed being the subject of agreement with the Pro Vice-Chancellor (Students and External relations) via the Major Incident Team.
- f) Providing support to the Coordinator.
- g) Assisting the Coordinator in ensuring that an integrated response is being established.
- h) Ensuring that all aspects of IT systems, and telecommunications are available as quickly as possible (internal and external).
- i) Ensuring that IT systems, and telecommunications, including conference call facilities, are available, and operational, in the Major Incident Room.
- j) Ensuring that IT systems, and telecommunications are available, and operational, in the Media, and Call Centres, if established.
- k) Providing regular updates to the MIT Coordinator.
- l) On return from the MIT, arranging a briefing with the appropriate IT staff for an update on IT systems and telecommunications.
- m) In the recovery phase, ensuring that the Information Services Contingency Plan, covering all aspects of IT systems and telecommunications, is implemented as quickly as possible.
- n) Following incident stand-down, preparing report and forwarding to the Senior Administrator, Vice-Chancellor's Office, highlighting any organisational issues that need to be addressed and included in the incident report, or the major incident plan.

2.5 TEAM CALL – OUT PROCEDURES

A confidential list of Home and Mobile telephone numbers pertaining to Team Members is shown in Section 3. University Security is also provided with a copy of this list.

University Security is responsible for first-line investigation of incidents affecting the University. The Bronze Level actions identified in Section 2a will be followed by Security and first response teams following discovery of an incident.

In the event of Security becoming aware of a serious incident (see Levels guide) the Security Operations Manager or in their absence the Director of Estates and Facilities will initiate contact with the MIT in the following order:

- a) Team Coordinator (or alternative)
- b) Director of Estates and Facilities
- c) Health & Safety Officer
- d) Any other MIT Member.

On the basis of the available information the MIT member will decide whether or not to invoke the MIP. If there is a need to convene the MIT he/she will arrange for contacts to be activated and specify the meeting time and place (Major Incident Control Room 1 or 2).

Note There are incidents which may occur which have the potential to become major incidents albeit the initial assessment is that the incident is not, at that stage, a major incident, e.g. a Silver Level incident. Accordingly, a standby mode will be declared by the first contacted MIT member in order that the availability of all members of the MIT, together with any potentially associated other University staff, can be determined in the event a subsequent MIT Call-Out is initiated.

After consultation with the MIT Coordinator, or appropriate Deputy, a decision will be made whether to place the MIT on standby.

If outside of normal operating hours, and in the event of being called in, the MIT should ensure they have the following items:

- a copy of the most up-to-date Major Incident Plan;
- an up-to-date list of contact numbers of staff in their area;
- an up-to-date list of contact numbers of essential contacts;
- a mobile phone, with charger;
- a spare laptop, if available; and
- suitable clothing, including a change, if considered necessary.

2.6 MAJOR INCIDENT CONTROL ROOM (MICR) (also Section 2a Emergency Services Briefing Room and Section 4 Refuges/ Media Centres/ Temporary Kitchens)

The Major Incident Control Room is the Operations Centre for the MIT. The University Major Incident Control Rooms (in descending order of selection) depending on access and availability are:

- 1) On-site location - G6a
- 2) Off-site location - Lensbury Major Incident Control Room

Major Incident Room Protocols

- a) To safeguard confidential and sensitive information, entry to the MICR will be restricted to MIT members, senior management, co-opted personnel, and experts providing specialist knowledge.
- b) Major Incident Control Rooms must NOT be used for press, media or staff/student briefings.
- c) contents of Major Incident Control Rooms will be as the Major Incident Control Room checklist and will be audited annually by the Health and Safety Officer.

Major Incident Room Equipment

The MICR should be capable of providing three telephone points, and at least two PCs or laptops. A photocopier, and fax machine should be available adjacent to the MICR.

In addition, the following resources should be pre-positioned in MICR locations:

- copies of the MIP;
- a copy of the major incident contacts list;
- stationery (pads, pencils, pens, adhesive putty, sticky tape, scissors, etc);
- flip charts;
- protective hats, goggles (all x 6);
- industrial footwear;
- high visibility vests;
- torches and spare batteries;
- local telephone directory/yellow pages; and
- reels of red/orange tape and hazard tape.

Audit Trail

It is essential that an appropriate audit trail is maintained at all levels of the incident response. The Team Secretary will ensure that a log of all events, meetings, and decisions, is being monitored and maintained once the MIP is invoked, the MIT activated, and all rooms and centres resourced

2.7 MANAGING THE CRISIS

2.7.1 General

After the MIP has been invoked, and the MIT activated, the function of the Team will be to deliver the objectives of the Plan, and to ensure the crisis is being managed to safeguard the University's reputation, critical activities are restored, and normal business is resumed as soon as possible. Many roles will need to be undertaken concurrently, while sections of the MIP may not be required at all.

2.7.2 Major Incident Team Meetings

Meetings will take place in the designated Major Incident Room as soon as deemed necessary by the MIT Coordinator. Meetings will be scheduled at appropriate times, and a roster prepared for MIT members to ensure adequate members are available throughout the incident. During the first few days following a major incident, the MIT will assemble at the MICR at 8.00 am, unless otherwise agreed.

A sample agenda for the meetings together with a checklist of actions is outlined in Section 5.

a) Initial Assessment

Once the MIT is assembled, and the Agenda drafted, all available information will be reviewed to assess the scale and impact of the incident. The MIT will be required to keep abreast of the situation, and the tasks of the associated Teams.

If staff and students have been displaced, the UIRT may require a decision on a possible rest or evacuation centre, or if instructions should be given for everyone to go home. Staff and students should be advised to check the University website for regular updates.

b) Situational Analysis

If the major incident involves part of the University Estate, the Director of Estates and Facilities will provide regular updates. The scale of damage should be evaluated as soon as possible. Information will be needed on the exact location, cause, type, and extent, of incident. When available, approximate numbers of persons trapped or injured, or fatalities, should be provided.

If the incident results in staff and/or student fatalities, letters of condolence may be arranged once the Police Service has informed next of kin.

c) Delegating Roles and Responsibilities

The MIT Coordinator should ensure that individual MIT members are aware of their responsibilities as outlined above. Roles should be run through to ascertain that all areas of the crisis management are being covered.

If the incident results in staff and/or student fatalities, in an incident off the University Estate, an assessment of the situation should be obtained, and University protocols instigated and followed.

d) Damage Assessment

If the major incident involves part of the University Estate, the Estates and Facilities Directorate, will be responsible for the initial damage assessment of the situation, the impact on services in the incident area, and an estimate of the timescale for recovery. The MIT will require this information to consider the scale of the damage, the probable impact on the University critical activities, alternative recovery strategies, and the possibility and need for a visit to the site of the incident.

e) Business Continuity

In the event of the loss of a strategic area or building, the availability of alternative accommodation, and maintenance of critical functions, will be the remit of representatives from Estates and Facilities, IT, Timetabling and Room Bookings, Accommodation, Catering and Conferences and representatives from the affected areas.

f) Reputation Management

In order to safeguard the University's reputation, the MIT should assess the need to activate the media centre and the call centre. Keeping all internal and external stakeholders informed of the impact of the incident and the timescales for recovery will be the remit of the Communications Team.

The Team will be comprised of the Pro Vice-Chancellor (Global Engagement), Head of Marketing and nominated staff. The Team will prepare regular press releases for approval by the MIT, and arrange interviews with the Vice-Chancellor. The Team will also provide regular updates for the call centre.

2.7.3 Estates and Facilities

a) Preliminary Investigations

In liaison with the UIRT, the Estates and Facilities Team will carry out preliminary investigations to evaluate the scale and impact of the incident to determine the extent of the damage management. A person should be identified to take responsibility for recording all information and decisions taken, possibly by use of a portable recorder. Any additional resources that may be required should be called in.

If possible, an estimate of the likely duration of the disruption, and the long-term effects, should be gauged, and the information forwarded to the MIT. Regular updates should be provided to the MIT.

b) Surrounding Area

It will be necessary to identify risks to any adjacent or surrounding property. If potential hazards are detected, in liaison with the Police Service, neighbouring owners or tenants should be requested to evacuate.

c) Instructions to Staff and Students

The presence of large numbers of people at an incident location can impede recovery operations so there will be strict control on persons attempting to enter the incident area.

Persons not involved with the UIRT or investigations should be advised to go home.

d) Damage Assessment

In liaison with the Emergency Services, it will be necessary to determine, and provide an update to the MIT on:

- areas available for immediate re-use;
- areas that may be re-usable within a few days; and
- areas out of commission for longer periods, and the likely duration of same.

e) Safety and Security of Damaged Site

Once the incident site has been released by the Emergency Services, the area and buildings should be checked for safety.

Security personnel should be provided with names of authorised persons who may need to enter the area, and a record of the names and titles of persons entering the damaged location should be maintained.

Protective clothing should be made available to personnel required to enter the incident site. MIT members who need to access the incident location should equip themselves with hard hats, industrial footwear and clothing, and protective goggles, available in the MICR resources.

Health and safety advice and/ or documentation should be issued to those with authority to enter the incident site. Site plans should be amended by the Estates and Facilities Directorate, marking up restricted areas, and no-go areas should be identified. Any necessary precautions should be issued to persons entering the damaged location.

f) Clean Up and Salvage

Much damage can be alleviated by the implementation of damage control activities as soon as possible. It will be necessary for the University Estates and Facilities Team, or Contractors, to:

- display safety notices;
- rope-off all no-go areas;
- board up as necessary;
- cover any remaining assets; and, if considered necessary,
- test for asbestos, radiation, or gas.

Additional services may be required. If they are not needed immediately, they should be put on standby. These services may include maintenance firms, or essential utilities.

If additional services are required, they should be advised of the action required, and provided with names and contact telephone numbers of the members of staff to whom they should report, and a time of meeting agreed. Security personnel should be provided with the name of the person(s) and company represented. Other considerations may be:

- stabilising the environment;
- removal of any remaining smoke, or water;
- installation of dehumidifiers;
- protection and categorisation of recoverable assets; and
- removal of items to other areas.

If salvage items are recoverable, it will be necessary to keep a record of the destination of all items removed for safe storage or cleaning. Signatures should be obtained from persons removing items.

g) Re-instatement of Building Services

Re-instatement of building services requires the involvement of additional labour staff, builders, and, where necessary, specialist damage maintenance companies (via the Loss Adjusters). The Estates and Facilities Team will call service providers, as required, and instruct on essential emergency action (on time and material basis, if necessary). The service providers should be briefed on all safety policies.

The Estates and Facilities Team may be asked to assist in identification, and setting up, of alternative temporary accommodation for displaced staff and students. They will be required to ensure that all necessary accident report forms and documentation are completed.

7.2.4 Business Continuity

In the event of the loss of a strategic area or building, the availability of alternative accommodation will be the remit of the Estates and Facilities Team. In order to safeguard our reputation, and mitigate the effects of the incident, the agenda will include assessing the implications of the incident on the business continuity of critical activities in the affected area, and consider the priorities for short, medium and long term restoration. Regular updates on progress should be provided to the MIT.

a) Preliminary Analysis

The Business Continuity Team will obtain information on the scale of the incident to determine the extent of the damage. If possible, an estimate of the likely duration of the disruption, and the impact on services, should be obtained.

Specific roles and responsibilities should be clarified, and a person identified to take responsibility for recording all information and decisions taken. Any additional resources that may be required should be identified.

b) Business Continuity Plans

It will be essential to ascertain the exact number of areas affected by the incident, and if any of the locations will be available for immediate reuse, or within a few days. Staff and students can be advised accordingly.

If the scale of damage means that the area is unlikely to be available for a longer period of time, copies of the appropriate Business Continuity Plans for each area should be obtained.

The Business Continuity Plans will provide emergency contact details for the area, and the minimum accommodation and resources preferred. The critical activities of the area will also have been prioritised. This information will assist in restoration of the area.

c) Residential Accommodation

If temporary residential accommodation is required, it may be necessary to double up, or have communal sleeping arrangements available in rooms or halls for a short period. Consideration of use of local hotels may be required.

If required, the Head of Catering and Conferencing may be asked to arrange additional dining and food preparation facilities. This will be further detailed in the local Business Continuity Plan.

d) Securing Alternative Accommodation

As a result of provision in the Business Continuity Plan, prior reciprocal arrangements may already have been considered with other local establishments. This will assist in considering provision of temporary teaching, research, or examination accommodation.

If there is a need for University areas to share accommodation, arrangements should be made to notify the nominated locations. All such arrangements should be recorded, and monitored.

The Room Bookings Schedule should be reviewed to identify any available accommodation and the equipment and furniture necessary to resource the area.

e) Re-establish Telecommunications

In areas available for immediate reuse, it will be necessary to make arrangements for re-establishing connections. If there continues to be a serious disruption, diversion of lines should be invoked.

Once available accommodation is identified for displaced staff, telecommunications should be established. For staff temporarily relocated, an emergency telephone list should be compiled and displayed on the website under Staff Contacts.

f) Re-instatement of IT Systems

In areas available for immediate reuse, it will be necessary to prioritise installation in liaison with the Heads of School(s) / Directorate(s). It may be necessary to re-configure IT systems, or order replacements for damaged units.

Once available accommodation is identified for displaced staff, IT systems should be installed.

g) Restoration of IT Applications

Back-up tapes and diskettes may require to be recalled. Systems may have to be reloaded at the areas available for reuse, or loaded at the new locations.

Staff may require to be instructed on system access, and new data back-up procedures. Fuller details on Telecommunications and IT systems are available in IT Contingency and Business Continuity Plan. The Director of IT will decide if it is necessary to activate this plan.

2.7.5 Communications and Reputation Management

In order to safeguard the University's reputation, the Communications Team will be responsible for preparing holding statements and regular press releases for approval by the MIT. All press releases should emphasise that the welfare and support of students, staff, and the general public is paramount.

Keeping all internal and external stakeholders informed of the impact of any incident, and the timescales for recovery will also be the remit of the Communications Team. This may be achieved by Call Centre messages, or information placed on the University website.

a) Preliminary Analysis

In liaison with the Pro Vice-Chancellor (Global Engagement), the Communications Team will obtain information on the scale and impact of the incident to determine the extent of the damage. If possible, an estimate of the likely duration of the disruption, and the long-term effects, should be obtained.

Specific roles and responsibilities should be clarified, and a person identified to take responsibility for recording all information and decisions taken. Any additional resources that may be required should be called in.

If the Police Service Gold and Silver Command structure has been activated (see Section 2a), it will be necessary to liaise with the Police Service in formulating a joint media strategy.

If the Police Service Gold and Silver Command structure has not been activated, the first priority will be to produce a holding statement for approval by the MIT.

b) Briefing Senior Management

If there are injuries or likely disruption to the University's core activities, or if there is considerable media attention, the Vice-Chancellor must be made aware of the incident, and provided with information.

If the media centre is activated, the Communications Team will prepare a schedule of 'Top Table' media briefings, and a roster for the Vice-Chancellor based on availability.

c) Media Centre and Call Centre

If considered necessary by the MIT, the Media Centre and Call Centre should be activated. To assist in the setting up of these areas, the Communications Team should liaise with the Team Secretary, and provide statements for use by staff on the Call Centre telephones.

d) Injuries or Fatalities

It is important that the UIRT confirms that all persons have been safely evacuated. If injuries, or fatalities, it may be necessary for the Senior Director of People, or Head of Student Services, to assist in obtaining details of injured persons, or obtaining details of next of kin. They should also arrange to check the exact location of injured parties (e.g. which hospital, ward), and organise transport for relatives to visit injured if required.

The Communications Team should note that names of injured persons or fatalities must not be released. Follow-up contacts with family members, staff, or students, will be co-ordinated by the MIT. The Police Service will inform next of kin by a personal visit, but, where appropriate, University representatives such as the Chaplain should also visit to offer assistance.

e) Dissemination of Information to the Public

University policy is that all information released is clear, accurate and passed to interest groups in the correct sequence. Misinformation and rumours are damaging. To protect the University's reputation and staff and student interests, all enquiries should be channelled to the Pro Vice-Chancellor (Global Engagement), and the Communications Team, who will be responsible for the release of all information previously approved by the MIT.

f) Instructions to Staff and Students

If staff and students have been encouraged to go home they should be advised that further news will be available in the regular updates on the University website, or by recorded telephone message.

2.7.6 Finance and Insurance

The Director of Finance will set up cost capture procedures under the University's normal finance practices. A unique reference number will be allocated to cover all expenses associated with the incident, with normal cost codes assigned by heading of expense.

Emergency procurement procedures will need to be activated, and a disaster recovery fund arranged in order that cash may be drawn to meet urgent purchasing needs to ensure continuity of business.

The Finance Director will check the position of legally binding contracts that may be threatened by the incident.

The Director of Finance will initiate all insurance processes, pursue business interruption claims, and advise on coordination of loss assessors and adjusters. Following the incident, a comprehensive report detailing expenditure and claims will be forwarded to the Team Secretary, for inclusion in the incident report.

2.8 Standing Down

When all special arrangements for dealing with the major incident are no longer required, the MIT will declare a stand-down. Once this has happened, it is important for the MIT Coordinator to arrange a debriefing and evaluation session with all participating members of the MIT.

Following the incident, staff and students may still be traumatised or distressed, so it is essential to ensure that support mechanisms continue to be in place.

It is important for the MIT Coordinator or appropriate deputy to arrange a formal debriefing session with the Police Service and other Emergency Services no later than two weeks following the incident.

The Team Secretary, will be required to collate and audit all response information to be included in an incident report. This report should include any organisational issues that need to be addressed, any recommendations on improved safety and security, and any amendments required to the Major Incident Plan.

A formal briefing session will be arranged for all MIT members to consider the content of the report on the major incident.

SECTION 2a

INITIAL RESPONSE PROCEDURE

***(For MIT information only based on a brief
given to Security Staff by the Security
Operations Manager)***

2a.0 ACTION BY CONTROLLER

Caller Debrief

The first indication that something has happened will normally be received by the duty University Security Services (USS) Control Room staff.

It is worthy of note that the first indication that something has happened may come from a person close to the scene. In these circumstances, they are likely to be extremely distressed and will require a sensitive approach if all of the relevant information is to be obtained.

It is useful to give the caller your first name; some people find it comforting to speak to a named individual rather than an anonymous person.

You will require the following information:

1. An indication of what has happened including the location of the incident
2. Name and address / University department plus telephone contact number of caller
3. Estimated number of persons injured and extent of injuries
4. Did the caller witness the incident
5. Any description or direction of travel of offender (if pertinent)
6. Reassure caller help is on the way

Initial Action

The police will have the co-coordinating role in the event of a major incident. They are the first point of contact with the Emergency Services.

1. Inform the Duty Security Supervisor.
2. Contact the police and apprise them of the situation to date.
3. Send the first available patrol officer to the scene to assess the situation and report back.
This will enable you to gain an objective assessment of the scene that you can feed back to police control.
4. Contact the USS Supervisor for further instructions
5. Start the incident log
6. If the incident can be monitored on CCTV do so.

Subsequent Action

1. Maintain the incident log, recording all action taken and the results.
2. Obtain regular situation reports from staff at the scene.
3. Record all requests from the emergency services

2a.1 FIRST SECURITY PATROL AT SCENE

The first patrol at the scene has a very important reconnaissance and liaison role with the emergency services. As a consequence of this, you must avoid becoming involved with specific problems until relieved by a more senior member of staff. Although the Security Patrol Officer may have some initial dealings with the Emergency Services this role will be taken on by the University Liaison Officer at the earliest opportunity.

Safety

Wear any protective clothing provided.

Key Tasks

You are required to perform the following tasks, where applicable:

1. Take charge and assess the scene. Report your findings back to the USS Control Room.
2. Locate the responsible person/s from the affected University building/s and ensure they are available to liaise with the emergency services and report to the University liaison officer at the earliest opportunity.
3. Enquire if all persons from the affected building/s are accounted for.
4. Act as the focal point for requests for advice or resources from the emergency services. Until relieved by the Duty Supervisor/Liaison Officer.
5. Prepare to brief the Duty Supervisor/Liaison Officer who will take over.
6. Keep the USS Control Room updated for the purpose of the log.

2a.2 SECURITY DUTY SUPERVISOR/ SUPERVISOR

The USS Duty Supervisor will be responsible for establishing any further staffing requirements. The Duty Supervisor will also liaise with the University Emergency Services Liaison Officer to brief the Emergency services. Please note that the USS Duty Supervisor may be the appointed Emergency Services Liaison Officer.

The following key issues will need to be considered and/or implemented:

1. Calling out Major Incident Team; to supervise the USS Control Room and provide logistical support; providing a liaison officer if required.
2. Establish an Emergency Services Briefing Room.
3. Once these tasks have been performed, act as Silver Control in support of Emergency Services until relieved.
4. Checking projected staffing levels and increasing cover if required.
5. Arranging for any technical resources from other University Departments.

2a.3 GENERAL INFORMATION ON PARTICULAR HAZARDS

Suspicious Packages

Courier or Postal Packages

Packages that have arrived by courier, or through the postal system, are usually designed not to detonate until someone attempts to open them. Staff receiving suspicious items are to:

1. Leave them alone
2. Inform Security Services on 4060, giving an approximate size, and any visible information such as postmarks, type of packaging and how the address was written. (Typed label or handwritten plus any inaccuracies with the address)
3. Move staff away from the immediate area and appoint someone to liaise with Security Services on their arrival
4. Ensure that Security Services are given a mobile telephone contact number, in case the building has to be cleared
5. Details of the package will be relayed to the USS Control Room before removal for X-Ray by emergency services if considered safe to do so.

Packages Delivered by Unknown Means or Left Outside a Building

In these circumstances the situation is entirely different, as many packages of this nature have been fitted with anti-handling devices that have been primed to detonate when the package is lifted.

If you discover such an item the following procedure will be adopted:

1. Leave the item well alone.
2. Inform Security Services on 4060, giving an approximate size, and any visible information such as postmarks, type of packaging, and how the address was written. (Typed label or handwritten plus any inaccuracies with the address). Do not touch the package.
3. Move staff to an area within the building that is furthest away from the item in question, ensuring that there is at least one solidly constructed wall between them.
4. Await the arrival of Security Services.
5. Ensure that Security Services are given a mobile telephone contact number, in case the building has to be cleared.
6. The USS Control Room will then call the emergency services who will manage the situation once they arrive on site.

Bomb Threat Protocol

Education establishments and businesses receive thousands of bomb threat calls every year. Very few of these are warnings of real bombs. The vast majority of these calls are hoaxes; however, all bomb threats should be treated seriously. A bomb threat is generally defined as a verbal threat to detonate an explosive or incendiary device to cause property damage or injuries, whether or not such a device actually exists. The person who receives the threat will, in most cases, be the only

person who has contact with the caller. It is therefore imperative that the initial contact person extract as much specific information as possible from the caller.

There are two main reasons someone may call with a bomb threat

- The person knows of an explosive device that is in place, and wants to minimize injuries
- The person wants to create an environment of panic/confusion or to interrupt normal office/building functions

The latter reason is the most frequently encountered, especially in school and HEI settings. Unfortunately, there is often no way to tell the motivation of the caller until after a thorough inspection of the building is conducted. This means that there will always need to be a response to the threat by management and security team.

If you receive a bomb threat whether by call or e:mail;

- Remain calm
- Keep the caller on the line
- Use the Bomb Threat Checklist (on next page)
- Get as much information as possible and write it down immediately

Immediately after the call is terminated, hang-up, obtain dial tone, dial 1471 to activate the caller ID trace or review your call log using the ShoreTel communicator History Tab and obtain the caller info/number if not obtained during the call. If the threat is via email, forward a copy to security@stmarys.ac.uk following the threat and then immediately call security on 0208 240 4060 (Internally call Ext. 4060). The Security Team will then advise and also contact Emergency Services and St Mary's staff as required.

Security will then

1. Confer with the Building Administrator (usually the Senior Administrator for that Department) or designee and the call taker.
2. In conjunction with the Building Administrator, Emergency Services and or designee, conduct a search of the area.

If no suspicious item is located, the decision to evacuate will rest with the Building Administrator or designee.

If a suspicious item is discovered, the building will be evacuated and residents be directed calmly away to a designated safe area.

Bomb Threat Checklist

Date: Time: Name:

Notification Method –Call – E:mail etc.

Where is it right now?

What does it look like?

What kind of bomb is it?

When will it explode and how?

What is your organisation/codeword?

Did you place the bomb?

Why are you doing this?

What is your name/address?

Exact wording of threat:-

--

Caller number shown on phone :

--

As soon as possible attract a colleagues attention and contact Security

Details of callers voice:

Man		Irrational		Crackling Voice	
Woman		Soft		Disturbed	
Child		Loud		Disguised	
Old		Deep		Blurred	
Young		Laughter		Familiar*	
Not Known		Ragged		Nasal	
Calm		Crying		Stutter	
Angry		Clearing Throat			
Excited		Normal			
Slow		Deep Breathing			
Rapid		Well Educated			

****If familiar, who did it sound like?***

Accent (specify):

Please Give as Much Detail As Possible

Distraction/Background noises

Noise on line	Comment:				
Payphone tone or pips	Comment:				
Operator instructions	Comment:				
Anyone in background	Office		PA System		
Clear line static	Phone Box		Traffic		
Aircraft	Machinery		Talking		
Household noises	Animals		Long distance		
Crackling	Music		Children		

Evacuation Procedures

The conventional approach to evacuation is to clear the premises as quickly as possible and assemble at some pre-determined point for a roll call. With externally located explosive devices, experience has shown that a significant number of people are likely to become peripheral casualties as a result of flying glass and masonry.

In order to reduce this possibility, it may be safer for the occupants to remain within their building, in such a location as to place a solid wall between themselves and the suspected device. This is particularly so in cases where your building is not directly affected, but you have been informed of a potential problem nearby.

While your assembly point for a fire evacuation may not be too far from your building, consideration will need to be given to an alternative venue, at least 500metres away, and out of direct line of sight. Be guided by the emergency services.

USS (University Security Services) Role

At the scene of an incident of this nature, Metropolitan Police have primacy of control. Our task is to assist with ensuring the safety of our staff, students and members of the public on our premises, together with preventing damage and the unlawful removal of our property.

2a.4 EMERGENCY SERVICES PROTOCOL

Overview

If the event escalates, the Security Operations manager will invoke the Major Incident Procedure. The University Major Incident Team will be called and the Emergency Services will be involved in this incident the University Emergency Services Liaison officer will be appointed, who will liaise with the Security Services Operations Manager.

Emergency Service Command Structures

The most important aspect to remember is that the police are responsible for the overall co-ordination of emergency service activity and have the statutory power to designate 'cordoned areas' where no unauthorised person may enter.

The basic command structure is as follows:

Gold

The University will not normally interface at this level, as the gold commanders are members of the respective Chief Officer management teams and are responsible for overall policy and liaison with government departments.

Silver

This is the primary management level, with responsibility for the co-ordination of activity at the scene, and liaison with local authorities and other organisations, such as the University. In the event of a major incident involving the University, the three emergency services in the area will establish a common Silver Control in the main police station, if it is safe to do so.

It is also likely that they will request that a member of our MIT is based there as liaison officer. This is also the level at which the MIT will interface with the emergency services

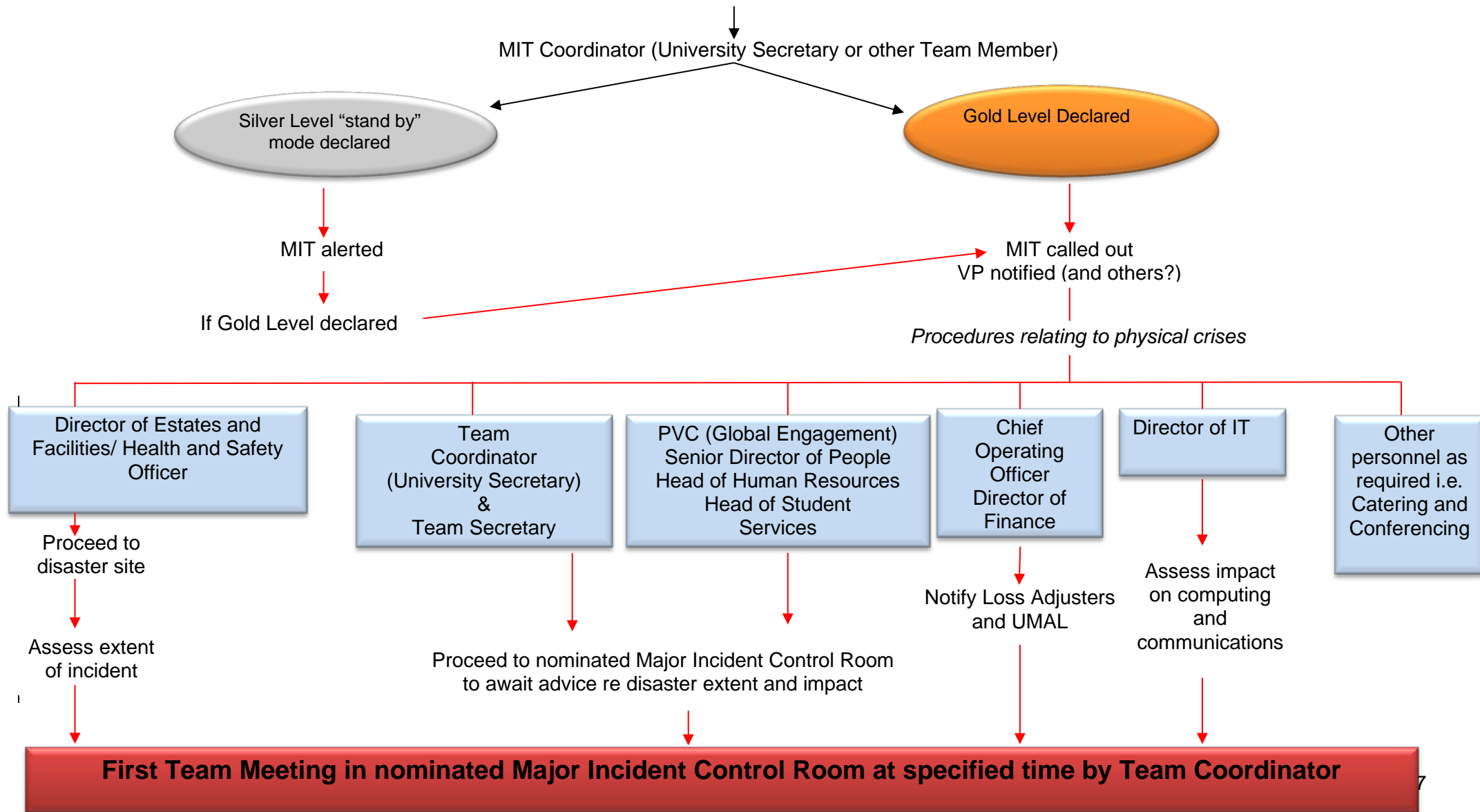
Bronze

The Police Bronze Commanders are the Inspectors or Sergeants that you are likely to liaise with at the scene of the incident. For a large-scale deployment, they may be responsible for specific tasks such as: Maintaining the cordon, casualty clearance and witness identification.

The fire and ambulance bronze commanders are likely to be of Sub – Divisional Officer, or Station Officer rank and operate out of their mobile control vehicles that will usually be parked together.

2a.5 IMMEDIATE PROCEDURES FLOWCHART FOR MAJOR INCIDENT MANAGEMENT

Incident reported to Security
Gold Level Incident: Initial Response Team contact MIT
Silver Level Incident: Security will initiate an Initial Response Team/ MIT call Emergency Services Liaison Officer



SECTION 3

CONTACT LISTS

3.0 INTRODUCTION

This Section contains details (names, addresses, telephone numbers etc) of all emergency contacts, including MIT Members, of importance to the University.

Details of the University MIT members is now available on a separate document for ease of updating. Please note that this contact information is confidential and only available to members of the MIT.

This page is intentionally left blank.

3.2 EMERGENCY SERVICES

Service

Tel. Nos.

Hospitals:-

- | | |
|--|---------------|
| a) West Middlesex University Hospital
Twickenham Road
Isleworth
Middlesex
TW7 6AF | 0208 560 2121 |
| b) Kingston Hospital
Galsworthy Road
Kingston Upon Thames
Surrey
KT2 7QB | 0208 546 7711 |
| c) Ashford Hospital
Ashford and St Peter's NHS Trust
London Road
Ashford
Middlesex
TW15 3AA | 01784 884488 |

Police

Twickenham Police Station 41 London Road Twickenham Middlesex TW1 3SY	0208 607 9199
---	---------------

London Ambulance Service

9-999
0207 921 5100 (switchboard)

Environmental Health Offices

Health & Safety Executive (RIDDOR)	0845 3009923
Health Protection Agency	0208 682 6132
	Out of hours 0208 339 8133
Environment Agency (Pollution Control)	0800 807060
Local Authority Civil Defence Emergency	0208 891 7819
Flood line	0845 988 1188

Gas Suppliers:

- a) Operations and Maintenance 0800 111 999
b) Emergency Control

Electricity Suppliers:

- a) Operations and Maintenance
b) Emergency Control 0800 783 8866

Water Authority:

- a) Area Engineers 0845 9200 800
b) Emergency Control

Loss Adjusters:

- a) U. M. Association Ltd. 0207 847 8670

3.3 EMERGENCY SUPPLIERS**Water**

Thames Water
Coal Wharf
Lower Sunbury Road
Hampton
TW12 2ES

Tel: 0845 9200 800
Fax: 01793 420711

Electricity

Eon
Sam Alam
Portfolio Manager
Greenwood House
Westwood Business Park
Coventry, CV4 8LG
www.eon-uk.com

Tel: 02476 193 290
Fax: 02476 867 701

Opus
Diane Botterill_CA
Corporate Account Assistant
Opus Energy Limited
Royal Pavilion
2 Summerhouse Road
Northampton
NN3 6BJ
www.opusenergy.com

Tel: 0845 2637213
Fax: 0845 337 0024

Gas

British Gas
PO Box 6223
Leicester LE1 32G

Tel: 0800 111999
Fax: 0845 603 2838

Telephone

BT
Correspondence Centre
Durham
DH98 1BT

Tel: 0800 800 150

Fax: 0208 810 9192

Reactive Building Support

Peter Hyde

Hydes Building & Facilities Services
58a Cove Road
Fleet
Hampshire
GU51 2RN

Tel: 01252 819880

Fax: 01252 819902

3.4. CONSULTANTS

Architects/ Building Surveyor/Quantity Surveyor:

Mechanical & Electrical Engineers:

Paul Packham
Michael Jones and Associates
Crossway House
8 London Road
Reigate
Surrey
RH2 9HY

Tel: 01737 245610

Fax: 01737 241142

Home:

Keith Cave
KC Pipework
44, Campbell Crescent
East Grinstead
West Sussex
RH19 1JR

Tel: 01342 312694

Mobile: 07973 718725

Nick Trowbridge
Mechanical Engineer
NJT Consulting and Design Ltd
Lawes House
1st Floor Block A
66-68 Bristol Road
Portishead
North Somerset
BS20 6QG

Tel: 01275 817780

Fax: 01275 817717

Mobile:

Paul Baker
Senior Mechanical Engineer
NJT Consulting and Design Ltd
Lawes House
1st Floor Block A
66-68 Bristol Road
Portishead
North Somerset
BS20 6QG
Email: admin@njtconsulting.co.uk

Tel: 01275 817780

Fax: 01275 817717

Mobile: 07515 674054

Asbestos Testing

Gordon Cardno
Franks Portlock Consulting Ltd
Asbestos and Environmental Consultants
F21 Sabichi House
5 Wadsworth Road
Perivale
Middlesex UB6 7JB

Tel: 0208 799 7502
Mob: 07823 325201

UMAL:

Mr Mike Stones
Mobile: 07809 396011

Mr Nigel Deaves (Claims)
Direct: 0207 847 8674
Mobile: 07740 564382

Mr David Penson (Claims)
Direct: 0207 847 8676

Ms Susan Wilkinson (Executive Director) (Major Incident Reporting)
Direct: 0207 847 8572
Mobile: 07802 457936

Office Details

Hasilwood House
7th Floor, 60 Bishopsgate
London
EC2N 4AW
Tel: 020 7847 8670
Fax: 020 7847 8689

SECTION 4

MEDIA RELATIONS AND MANAGING STAFF AND STUDENT COMMUNICATIONS

4.0 SCENARIO PLANNING REVIEW

The MIT will brainstorm possible Major Incident scenarios and review previously brainstormed scenarios annually. The staff member with overall responsibility for Public Relations (PR) will review these scenarios with the MIT and decide on the most appropriate media response for each scenario from a PR crisis communications point of view. This information will be added to a PR Crisis Communications Plan that will dictate the message to be conveyed when dealing with media notification and enquiries.

4.1 MEDIA NOTIFICATION

In most scenarios the MIT is likely to be aware of the Major Incident before the media and will have activated the MIP. When the MIP is activated, the incident should not be made public until the MIT is satisfied it is fully briefed and can, therefore, agree what actions need to be taken. If necessary, an appropriate statement will be prepared for the media in a timely manner by the staff member with overall responsibility for PR.

It is important to communicate with the media as soon as reasonably possible and a pre-prepared 'holding statement' may be issued in written and recorded voice formats. The objective of the holding statement is to put the incident into perspective, particularly if the media have already got information on what has happened. In issuing a statement it is important to be calm and factual and to prevent the incident being blown out of proportion.

The holding statement will be issued to the appropriate media listed in section 4.2 by the staff member with overall responsibility for PR; where a recorded voice holding statement is required, this will be recorded by the University spokesperson. Where appropriate, the staff member with overall responsibility for PR may also invite the media to a media conference where the University spokesperson will answer questions, or to conduct interviews with the University spokesperson (see section 4.4).

Verbal statements may only be made by the designated University spokesperson in conjunction with the staff member with overall responsibility for PR. Notification of the media, and subsequent correspondence with them, will be controlled by the staff member with overall responsibility for PR. Consequently, all calls received via the main switchboard should be redirected to that staff member's extension number.

4.2 MEDIA LISTINGS

TV & Radio	Telephone	Email / Fax
BBC TV News	020 7765 0920	yourlondon@bbc.co.uk
BBC Radio News	020 7765 1182	020 7323 6975
ITN	207 833 3000	020 7430 4305
SKY	n/a	news@sky.com
Daily Newspapers	Telephone	Email
Daily Express	0207 098 2982	news.desk@express.co.uk
Daily Mail	020 7938 6000	news@dailymail.co.uk
Daily MICRror	0800 282 591	MICRrornews@MICRror.co.uk
Daily Telegraph	020 7931 2000	dtnews@telegraph.co.uk
Financial Times	020 7873 3000	ean@ft.com
The Guardian	020 3353 2000	media.enquiries@guardian.co.uk
The Independent	020 7005 2000	newseditor@independent.co.uk
The Times	020 7782 5000	home.news@thetimes.co.uk
The Sun	020 7782 4100	talkback@the-sun.co.uk
Daily Star	0208 612 7373	news@dailystar.co.uk
Metro	020 7651 5200	news.london@ukmetro.co.uk
Sunday Newspapers	Telephone	Email
Mail on Sunday	020 7938 6000	news@mailonsunday.co.uk
Observer	020 3353 2000	national@guardian.co.uk
Sunday MICRror	020 7293 3000 / 0800 282 591	MICRrornews@MICRror.co.uk
Sunday Express	0208 612 7075	news.desk@express.co.uk
Sunday Telegraph	020 7931 2000	stnews@telegraph.co.uk
Sunday Times	020 7782 5000	home.news@thetimes.co.uk
The People	020 7293 3201 / 3202	peoplenews@mgn.co.uk
News of the World	020 7782 1001	newsdesk@notw.co.uk
Independent on Sunday	020 7005 2000	newseditor@independent.co.uk
Local Newspapers	Telephone	Email
Richmond and Twickenham Times	020 8744 4260 / 4275	aparkes@london.newsquest.co.uk
Evening Standard	020 3367 7000	news@standard.co.uk

Miscellaneous Publications	Telephone	Fax
The Times Higher Education Supplement	020 3194 3000	020 3194 3300 chloe.darracott-cankovic@tsleducation.com (Assistant to the Editor)
News Agencies	Telephone	Email / Fax
Associated Press	020 7482 7400	info@ap.org
Press Association	0870 120 3200	0870 120 3201

4.3 HANDLING MEDIA ENQUIRIES

In situations where the media are aware of the Major Incident before the MIT and contact the University for information, the staff member who receives the enquiry will refer the media to the staff member with overall responsibility for PR. They will then contact the MIT to establish facts surrounding the Major Incident before issuing the holding statement.

The staff member with overall responsibility for PR will then follow the procedures outlined in section 4.1 for maintaining contact with the media.

4.4 MEDIA CONFERENCES AND INTERVIEWS

The staff member with overall responsibility for PR will be responsible for arranging an off-site media center with necessary reporting facilities and operating it during a period following a Major Incident where it is deemed necessary to hold a media conference or interview. The Media will be managed off-site. No Media will be allowed on-site except by the express authorisation of the MIT.

The staff member with overall responsibility for PR will select media to be invited; arrange a holding area and media centre off-site for media; decide on the format of presentation and the timing of information release. During a presentation or interview the University spokesperson, who will have been briefed by the MIT and staff member with overall responsibility for PR, will answer questions about the Major Incident.

The University spokesperson will be selected from a list of designated Senior Team spokespersons. The list will follow a selection order of first, second and third choice spokespersons to avoid confusion and prepare for the possibility of Senior Team members being unavailable.

4.5 STAFF MEDIA TRAINING

The staff member with overall responsibility for PR is responsible for establishing external media training to enable members of the Senior Team to act as spokespersons.

4.6 STAFF PROCEDURAL TRAINING

All members of staff should be aware of what constitutes a Major Incident and who to inform if they:

- Become aware of a Major Incident
- Are contacted by the media enquiring about a Major Incident

It is the responsibility of the Human Resources Department to ensure that new members of staff are adequately briefed about this, while it is the responsibility of the MIT to ensure current members of staff are adequately briefed about this.

4.7 STAFF AND STUDENT COMMUNICATIONS

Alternative personnel lists will be made available to members of the MIT, including a list of on-site contacts. This will be subject to annual audit by the Director of Human Resources.

Alternative Registry and timetabling information will be made available to members of the MIT. This will be subject to annual audit by the Registrar.

The staff member with overall responsibility for PR and Head of Student Services will be responsible for establishing a procedure for briefing resident Campus Staff at the earliest available opportunity when required.

The staff member with overall responsibility for PR and MIT Co-Coordinator will be responsible for establishing a procedure for briefing Heads of School at the earliest available opportunity when required.

The staff member with overall responsibility for PR, Head of Student Services and the Director of IT will be responsible for establishing student family help-lines, including routing from the switchboard, at the earliest available opportunity when required.

4.8 REFUGES

The Head of Student Services will be responsible for arranging refuges and resourcing/equipping the centres during Major Incidents.

4.9 TEMPORARY KITCHENS, ACCOMMODATION AND SERVICES

On request from the Major Incident Team Coordinator the Catering Manager will provide a temporary kitchen, providing for:

Bronze Level: The Major Incident Team

Silver Level: The Major Incident Team and Staff

Gold Level: The Major Incident Team, Staff and Students

All necessary accommodation, infrastructure and services will be provided by the Director of Estates and Facilities.

SECTION 5

QUICK REFERENCE CHECK LISTS

QUICK REFERENCE CHECK LIST

TEAM CO-ORDINATOR

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Telephone or see the Vice-Chancellor and Head of Schools/Service (with MIT Spokesperson)			
Staff/students informed of holding arrangements by Coordinator and MIT spokesperson			
Liaise with Director of Estates & Facilities re: usable/unusable areas and additional resources/services required			
Liaise with Student Services re number of students from Halls of Residence to be found accommodation			
Brief Helpline personnel on messages			
Instruct on essential emergency action, likely stand-down of Major Incident Team likely resumption of restricted Business footing.			
Make a list of required personnel			
Instruct staff on access procedures			
Allocate available facilities to meet immediate short term course needs			
Inform all Department Heads of new arrangements and when they can resume courses			
Instruct Department Heads to contact their staff and students			
Alternative locations notified of need for temporary accommodation			
Detail Facilities to inspect possibly suitable alternative locations			
Instruct Catering Manager to organize temp. kitchen/ refreshments.			
Staff/student immediate needs known			
Identify date for given access to damaged location?			
Damage assessments finalised and replacement needs established			
Removal and transport of assets from damaged location agreed			
Restoration programme agreed			
Timetables set for:			
Arrange venue for briefing staff and students (with Spokesperson and Student Services)			

QUICK REFERENCE CHECK LIST**TEAM CO-ORDINATOR (CONT.)**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Prepare handout for circulation on temporary arrangements			
Instruct on access to damaged zones to retrieve personal possessions and University assets			
Arrange Project Management Team for major works			
Prepare list of equipment needs and office supplies requirements			
Prepare up-date report of new arrangements and estimated timetable for recovery of services for Vice-Chancellor			
Prepare written instructions on temporary working arrangements			
Detail special arrangements - additional expenses			
Agree space allocation with Department Heads			
Prepare details of move back to old location or permanent alternative location and communication lines			
Agree recovery strategy if required			
Check new building specification against requirements			
Annual Audit			
Major Incident Process and Plan			
Alternative Campus staff list has been updated by Head of Human Resources and is in Major Incident Control Room.			
Alternative Registry and Timetabling list has been updated by Registry and is in Major Incident Control Room.			
Alternative MIT list has been updated by Health and Safety Officer and is in Major Incident Control Room.			

QUICK REFERENCE CHECK LIST

TEAM SECRETARY

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Major Incident Control Room established			
Arrange control of access to the Major Incident Control Room			
Monitor and record all movements to new locations			
Telephone /fax lists updated and distributed			
Hotline for external enquiries set up			
Log book provided for recording events/meetings			
PC/secretarial services available			
Special needs of MIT established			
Document preliminary findings and actions			
Add new numbers to emergency telephone list			
Issue telephone contact list to MIT members			
If necessary prepare schedule for 24 hour operation of Major Incident Control Room			
Coordinator informed			
Other:			
Annual Audit of Major Incident Control Rooms			
2 No. ADSL lines are in place and work			
Fixed Handsets with answer phones work			
Fax machine works			
Cordless Handsets are in place			
2 No updates PCS or laptops are in place			
2 No Mobiles are in place pre loaded with contact nos.			
Tool Kits and Torches are in place			
3 No memory sticks with MIT data is in place			
A2 map of campus is in place			
Pre recorded voice mail tapes updated are in place.			

QUICK REFERENCE CHECK LIST

ESTATES & FACILITIES

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Usable areas established - immediately			
Usable areas established - in a few days			
Unusable areas identified			
Building services operational			
Access possible, if not when			
Additional services/resources called in			
Damage limitation services called			
Specialist services briefed			
Specialist structural assessment required			
Forensic investigation necessary			
Check building safety with the Emergency Services (with Safety)			
Notify pre-nominated locations of the intention to invoke new working arrangements			
Instruct Maintenance Department/Contractors			
Provide site plans and mark up restricted areas			
Instruct all entering the building on no-go areas and precautions to be taken (with Safety)			
Put on standby Companies that will be required in future			
State who they will report to and agree immediate actions required			
Inform Security of actions placed in hand and reporting procedure			
Call service providers as required			
Dewatering treatment (corrosion protection) of special plant and equipment			
Arrange for supply of mobile sanitation facilities for the location			
Arrange regular servicing and maintenance of sanitation facilities			
For loss of mains power supply call the emergency company to install a generator of suitable capacity			
Detail Team member to inspect possibly suitable alternative locations (via Coordinator)			
Place orders for general office equipment and furniture			
Instruct on access to damaged zones to retrieve personal possessions and University assets			

QUICK REFERENCE CHECK LIST

ESTATES & FACILITIES (CONT.)

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Call all services necessary to deal with outstanding problems			
Agree the Project Management Team for major works (with Coordinator)			
Prepare a scope of works and tender documents			
Obtain quotations			
Specify items to be recovered from the damaged site			
Order or hire all outstanding requirements			
Prepare damage reports and estimates of damage			
Obtain detailed specifications and quotations for reinstatement			
Consultants will advise on recovery co-ordination			
Establish replacement requirements for building contents			
Check original asset list against recovered items			
Check availability of supplies. Place orders			
Agree schedule for moving			
Building - agree termination of lease			
Coordinator informed			
Prepare written instructions on planned move to new premises			
Finalise detail on move			
Request Department Heads to list urgent items and files which may need to be recovered from affected site			
Major re-building, refurbishing of mechanical and electrical services or fit out work will be handled by a dedicated Project Management Team			
The Project Management Team composition will be decided on need, extent of damage and availability of staff			
Other:			

QUICK REFERENCE CHECK LIST

SECURITY

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
All persons accounted for (liaise with Emergency Services)			
Visitors on site - all accounted for			
Contractors on site - all accounted for			
Visit site and make contact with Emergency Services			
Surrounding property/walkways at risk			
Additional security needs satisfied			
If required obtain protective clothing for persons wishing to enter building (with Health & Safety Officer)			
Inform Security personnel of authorised persons who may need access to the premises			
Provide Visitor Register			
Security Operations Manager to instruct Security Services of requirements			
Arrange security for new premises			
Assess and confirm all revised security requirements			
Arrange and instruct on requirements			
Coordinator informed			
Other:			

QUICK REFERENCE CHECK LIST**HEALTH & SAFETY**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Visit site and make contact with the Emergency Services (with Security)			
Health and Safety Executive notified (if necessary)			
Environmental Health notified (if necessary)			
Surrounding property/walkways at risk?			
Public warnings necessary?			
Neighboring owners/tenants informed?			
If required obtain protective clothing for persons wishing to enter building (with Security)			
Issue health and safety advice to all those entering the damaged location			
Check building safety with the Emergency Services.			
Instruct staff on access procedures			
Brief on safety policy			
Arrange safety for new premises			
Assess and confirm all revised safety requirements			
Arrange and instruct on requirements			
Coordinator informed			
Annual Audit of MIP			

QUICK REFERENCE CHECK LIST

HUMAN RESOURCES

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Location of all injured known			
Check listing for next of kin			
Next of kin informed (by Emergency Services)			
Transport required for next of kin			
Medical check ups necessary			
Counseling service placed on standby			
Any special needs			
Telephone Department Heads to:-			
a) Instruct essential staff where to go			
b) Instruct non-essential staff and students where to go			
Prepare list of staff and students who need access to affected site (with Student Services)			
Staffing requirements known			
Check with Department Heads for any special reasons for access or other needs			
Provide general enquiry number for dealing with staff problems			
Other:			

QUICK REFERENCE CHECK LIST

MEDIA RELATIONS – PRO VICE-CHANCELLOR (Global Engagement)/ SPOKESPERSON

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Telephone or see the Vice-Chancellor and/or Head of Schools (with Coordinator)			
Information accuracy checked - prepare statement for immediate release			
Statement agreed by Team Coordinator and PR Team			
Deadlines and routes for information release established:			
Release statement to media			
Arrange venue for briefing staff and students (with Coordinator and Student Services)			
Times and places of briefings established			
Department Heads notified of briefings			
Prepare updating report and Press release for review by the Vice-Chancellor(with Team Coordinator)			
Arrange Press briefing venue			
Fax details of briefing to Press/Media contact list			
Circulate Press information to Team Members, Department Heads and supplier of goods and services			
Prepare statement for general release for agreement by the Vice-Chancellor			
Team Coordinator informed			
Other:			
ANNUAL AUDIT			
Check Media center requirements			

QUICK REFERENCE CHECK LIST

STUDENT SERVICES

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Establish number of students from Halls of Residence to be found accommodation			
Liaise with Coordinator re:- Number who can return home Short term accommodation strategy Acquire supplies and services Arrange dining/food preparation facilities Hire portable washrooms			
Prepare list of students who need access to affected site			
Arrange venue for briefing staff and students (with Coordinator and Spokesperson)			
Inform students accordingly			
Inform Heads of Departments accordingly			
Annual Check			
Check possibility and adequacy of Evacuation centers off and on site.			
Check spare accommodation capacity arrangements and temporary feeding centres.			

QUICK REFERENCE CHECK LIST

FINANCE

[illegible]

QUICK REFERENCE CHECK LIST

IT

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Computer disaster recovery service notified			
Check Janet and Switchboard as priority			
Separate IT/IS Contingency Plan activated			
Installation engineers placed on standby			
Check with Department Heads to determine priority of installation			
PC replacement needs established			
Re-configure systems if possible			
Priorities for PC location established			
Backed-up data recalled			
If there is serious disruption to communication services invoke diversion of lines and call emergency back-up service			
Provide dedicated lines for staff, students, media			
Salvage undamaged PC's and reconfigure at new location			
Purchase additional PC's as required and arrange for delivery and installation at specified locations			
Restore back-up files to users			
Instructions given on new back-up procedures			
Arrange for installation of temporary communication lines as soon as possible			
Order and install Fax machines			
Install back-up exchange if available			
Review progress on electrics and data cabling installations			
Arrange cleaning and rectification of reusable IT equipment			
Order and install new IT equipment and file servers			
Refer to forms returned by Department Heads for additional urgent requirements			
Arrange new data back-up procedures			
Schedule transfer of equipment from present location			

QUICK REFERENCE CHECK LIST

IT (CONT.)

[illegible]

QUICK REFERENCE CHECK LIST

HELPLINES

[illegible]

QUICK REFERENCE CHECK LIST

HEADS OF DEPARTMENTS (SCHOOLS AND SERVICES)

[illegible]

Major Incident Team Meeting Agenda

Date of Incident:

Time:

Location:

Meeting No: held at: on: in:

In attendance

Note-taker 1:	Note-taker 2:	Note-taker 3:

AGENDA

1. Initial assessment.
2. Situational analysis.
3. Delegate roles and responsibilities.
4. Support mechanisms for all stakeholders.
6. If required, identifying appropriate persons to send to Police Gold and Silver Incident Controls.
7. Scrutinise incident updates and scale of damage.
8. Evaluate short-term impact of the incident.
9. Ascertain when access to the incident site may be available.
10. Updates from the Communications Team, and press statements and releases for approval.
11. Updates from the Business Continuity Team, with recommendations for reallocation and relocation.
12. Possible long-term effects of the incident.
13. Schedule of meetings and roster for Major Incident Team.
14. Any other business.
15. Time for reconvening, or date of next meeting.

Major incident Team Checklist

Date of Incident:

Time:

Location:

Meeting No:

held at:

on:

in:

Agenda Item	Available Information	Action Required	By Whom	Time Actioned
Identify Incident Logger and Note-Taker				
1. Initial assessment Liaising with University's Initial Response Team, to receive initial situational assessment.				
2 .Situational analysis Analysing the initial assessment to establish clearly what has happened including:				
(i) Major incident cause, if known.				
(ii) Exact location of incident				
(iii) Type, and extent, of incident, e.g. fire, explosion.				
(iv) Potential hazards, including fuel spillages, debris, weather conditions, potential presence of gases, chemicals, fire, or danger of explosion.				
(v) Identify Emergency Services present.				
(vi) If required, review, access and egress routes. See University plans.				
(vii) If available, approximate numbers of persons trapped, or injured. Consider visits. If fatalities confirmed by Police, consider letter(s) of condolence.				

Agenda Item	Available Information	Action Required	By Whom	Time Actioned
(viii) Scale of damage, or possible further damage/containment.				
(ix) Consider the impact of the incident on surrounding areas.				
(x) Consider the welfare of staff and students traumatised by the incident				
(xi) Consider need for emergency reception, rest and evacuation, and/or family and friends centre.				
3. Delegate roles and responsibilities , including: (i) Heads of Departments - updating Vice-Chancellor - roster for press conference - roster for MIT				
(ii) Student Services – - student information - student welfare and support - academic area expertise – student support - rest and evacuation centre - emergency reception centre - catering and hospitality				
(iii) Alumni and Development – call centre assistance - reassuring project sponsors.				
(iv) Estates & Facilities – - initial response - damage assessment - damage management - business continuity				
(v) Finance – - disaster recovery fund - emergency procurement - cost capture procedures - legally binding contracts - insurance.				

Agenda Item	Available Information	Action Required	By Whom	Time Actioned
(vi) Human Resources – - mobilising support staff - staff information - staff welfare and support - legal advice				
(vii) IT – - IT systems - Telecommunications - IT contingency plan				
(viii) Marketing, Recruitment, and Communications – - reputation management - press releases/conferences - media centre - call centre - update website				
(ix) Research and Regional - research funding expertise - continuity of projects - partnerships				
4. Support Mechanisms Team Secretary: – mobilising support staff - resourcing rooms & centres - audit trail - adherence to procedures. Student Services - welfare of students - welfare of students' relatives Human Resources - welfare of staff - welfare of staff relatives - welfare of members of public, and local community				
5. Police Command Representatives Gold Silver				
6. Incident Updates - UIRT - Security - Estates/Facilities Services - Communications				

Agenda Item	Available Information	Action Required	By Whom	Time Actioned
7. Short-term scale and impact - Teaching - Research - General				
8. Incident site - Access availability				
9. Communications Update - press releases - press conferences roster - media centre - call centre - media updates - website				
10. Business Continuity - reallocation of Units, - relocation of displaced persons.				
11. Possible long-term effects - Teaching - Research - Reputation				
12. Scheduling - MIT meetings - MIT members' roster				
13. Any other business				
14. Time for reconvening/date of next meeting				
Stand-Down Declared				
15. Post Incident				
Continuity of Support Mechanisms				
Police Formal Debriefing				
Incident Report				
MIT Formal Debriefing				

Telephonists

If a Call Centre is activated, at least three persons will be needed to answer general inquiries about the incident. Call Centre staff will need to answer all calls in a professional and sympathetic manner that will convey confidence to the caller. The Team Leader (appointed at the time) will brief Call Centre staff, and provide a typed note on incident information. Guidelines are provided below.

This role will require persons to have:

- good oral communication skills;
- a courteous manner, and be patient with all callers;
- a pleasant personality, and ability to empathise with distraught callers; and
- the ability to correctly relay information provided by the Team leader.

Telephone calls should be answered within three rings in a welcoming, consistent and informative manner that gives a positive and professional impression of the University. Operators should aim to always provide a polished response, refrain from making inappropriate statements, and avoid getting emotionally involved. A template for recording information is shown below. The telephone should be answered as follows:

- The name of the University - "St Mary's University, Call Centre".
- The name of the person answering – "Terry speaking".
- Obtain details of the caller - "For the purpose of logging this call, may I ask for your name and telephone number?" "Thank you."
- "For our records only, may I check if there is a particular person about whom you are inquiring?" "Thank you."
- "How may I help?"

The caller should then be listened to patiently, and only relevant, verified information provided.

Even if the names of fatalities are known, these should never be released. It is important to note that the Police are responsible for notifying next of kin. The caller should be referred to the Police Incident Centre. The number for the Centre can change according to the circumstances of the incident. Once the Centre is activated this number will be released to the MIT to pass to the Call Centre.

If difficulty is being experienced in dealing with a particular caller, the call should be passed to the Call Centre Team Leader. Callers asking to speak to specific persons should be re-directed to the University Switchboard.

Team Leader

The Team Leader will coordinate the activities of the Call Centre, and be responsible for managing high volume telephone call situations so that telephonists can cope effectively with the situation and continue to provide a welcoming and professional service. They should ensure that an adequate number of telephonists are provided at any given time, and be prepared to deal with any difficult inquiries.

They will be responsible for ensuring that verified information from the MIT, together with regular updates, is distributed to all telephonists. The Team Leader should encourage telephonists to take regular refreshment breaks.

This person will be responsible for preparing a handover log, collating all documentation from the completed shift, and providing a brief report to be forwarded to the Team Secretary.

This role will require persons to have:

- organisational ability, and experience of leading a Team;
- good written and oral communication skills;
- ability to work under pressure and prioritise competing demands;
- the capability to remain calm and deal with difficult situations; and
- a good understanding of the University's infrastructure.



Major Incident Call Centre Template

Date:

Name of Telephonist:

Staff/Student No:

Incident Message No:

Received:

Time E.g. 15:03	Name of Caller	Caller's Telephone Number	Staff/Student Name if provided	Comments

Family and Friends Reception Centre

If the above centre has been activated, the page below can be easily photocopied and distributed to the appropriate people



Family and Friends Reception Centre

Welcome to the University's Family and Friends Reception Centre. We appreciate that you will be worried about your friend(s) / relative(s) and are anxious for information as to what has occurred.

To allow us to answer your questions it is necessary that we obtain information as to your details and to those of your friend(s) / relative(s).

Telephone facilities have been provided if you have someone that you wish to contact. If you would like a representative to phone on your behalf, please do not hesitate to ask for assistance.

It is our intention to update you regularly as to what has occurred, and as to details of your friend(s) / relative(s). This will be done by a senior member of staff who will come to this room.

Please do not hinder the members of staff collating your details. By doing so you may well delay information being released. These persons will not be aware of up to date details of the incident.

Notes:

Sample Holding Statements

If the Police Gold and Silver Command is not activated, the Communications Team will produce a holding statement for approval by the MIT (samples below). The accuracy of all reports should be confirmed, and the holding statement should contain information including:

- the University MIP has been invoked;
- the University is fully committed in meeting the welfare needs of students, staff and the general public;
- the injured are being cared for;
- the cause and damage is under investigation; and
- a more detailed statement will be issued as soon as available (date and time if possible).

First sample

St Mary's University can confirm that an explosion and fire on its campus on Waldegrave Road was reported shortly after 9.00 am today.

Emergency Services are at the scene and have declared the incident as 'potentially major'. The University has therefore invoked its Major Incident Plan, and its Major Incident Team has been activated. The cause, and the extent of the damage, is still under investigation.

The University is fully committed to meeting the welfare needs of students, staff, and the general public. Staff and students have been safely evacuated from the area, and the injured have been transported to West Middlesex/ Kingston Hospital.

Further details are unavailable at present but will be posted on the University website (www.stmarys.ac.uk) as they become available.

Further statements will be issued on a regular basis.
(Agreed with Police Press Office)

Second sample

St Mary's University can confirm that an explosion and fire at its campus on Waldegrave Road was reported shortly after 9.00 am. Emergency Services are still at the scene where the fire has been brought under control.

The University's Major Incident Plan has been invoked and its Major Incident Team has been activated.

A small number of casualties have been reported but no further details are available at present. The University can confirm, however, that no students were among the casualties. It can also confirm that the explosion was not an act of terrorism.

The Vice-Chancellor, Francis Campbell said: "St Mary's primary concern is the welfare of our staff and students, and facilities for those affected by the disruption have been set up in the Students' Union. I will be speaking to them shortly."

Further information will also be available from the University's website at www.St Mary's.ac.uk or by telephoning the Call Centre at ??????????. A further University statement will be issued at 12 noon today.