University of Sussex

Emergency Response Guidance and Planning Templates

Reference	Title	Created	Owner	Review
HWSO-MR5	Emergency Planning Guidance and Templates	20/02/12	Professional Services (JD)	Updated 23/11/12

1. Introduction

The University of Sussex policy 'Emergency Response, Business Continuity Management and Business Recovery' defines the University's commitment to:

- effective planning for the management of, and response to, emergencies;
- the maintenance of operations during potential business interruptions; and
- development of a framework that allows business recovery in the shortest time frame possible.

Together these strategies improve the resilience of the University.

Emergency planning is about identifying risks to help avoid emergencies and developing procedures that will mitigate the effects of an emergency, save lives and avoid injury. Plans should be in place to deal with sudden, unplanned and unwanted incidents that could threaten the health and safety of the staff, students and others on University premises. Those with specific roles and responsibilities identified in the emergency plans should be trained and exercised in emergency response.

2. Purpose of the Guidance

The Emergency Response, Business Continuity Management and Business Recovery Policy sets out the responsibilities for heads of schools and services and other nominated persons. It also defines the arrangements that should be in place to allow effective emergency planning and response.

This guidance provides advice on the identification and assessment of emergencies and emergency plan templates to assist with the development of emergency plans.

The guidance should enable University schools and services to develop plans to deal with:

- Incidents which cause physical damage to buildings and/or their contents, disruption to utilities or which result in access being denied to buildings
- Incidents which cause serious injury to or the death of one or more members of staff or students or which could have a serious impact on their welfare
- Threats or acts of civil disorder or terrorism.

However, it may also be of use in developing the management response to other types of incident which might have damaging consequences for the University.

3. Objectives

The objectives of this guidance are to ensure that University management, schools and services:

- assess the likely causes of emergencies and, as far as is reasonably practicable, prevent them from occurring;
- have arrangements in place to respond to and manage emergency situations;
- manage emergencies that do occur to minimise their adverse effects on people and property;
- enable effective cooperation and communication with the emergency services and/or other bodies who assist in emergency response;
- have strategies in place that allow the University to understand when it is necessary to deploy business continuity strategies that promote 'business as usual';
- take action to ensure damage to the University's reputation is minimised;
- have systems in place that allow an emergency to be analysed after the event and to integrate the lessons learned into University, school or service systems, processes and emergency plans;
- implement a planned review and revision cycle that ensures the emergency plan is up-to-date and reflects current organisational needs.

4. **Definition of terms**
   - **Emergency** - an event or situation that threatens serious damage to staff and student welfare or to the University (or wider) environment. To constitute an emergency this situation must be one which cannot be handled using the normal day to day management structures and decision making processes of the University or parts of the University.

   - **Emergency Response Plan (ERP) / Major Incident Plan (MIP)** – identify the people, actions and resources necessary to allow the University, schools and services to respond the internal and/or externally generated hazards. Potential hazards and their impact on the University, school or service and persons for whom the University has a responsibility working/studying on or off Campus should be determined by risk assessment.

   - **Exercise** – activity in which the ERP, or an aspect of it, is rehearsed to ensure it is fit for purpose and produces the desired result when put into effect.

   - **Incident -** Incidents are events such as spillages, floods, fires and explosions that generally happen quickly, unexpectedly and demand immediate action. Although incidents can be major and serious they do not, generally, have serious ongoing implications for the whole business. They may or may not cause business interruption. Events like these can usually be handled by the Local Incident Team (LIMT).

   - **Local incident management team (LIMT)** Comprises members appointed by the management of the school or service from across the various operations within the school or service. It is responsible for drawing up and maintaining the local emergency response plan. This should include emergency arrangements for staff or students working / studying off Campus. The LIMT will operate autonomously in the event of an incident.

   - **Incident controller** – a member of the local incident team or University incident management team who takes charge of the incident and who acts as the liaison with internal management or external bodies during the incident**.**

   - **Resilience** – the ability of the University, or schools and services within the University, to resist being seriously affected by an incident or emergency.

   - **Risk** – something that might happen and which will affect University objectives if it does. The **likelihood** of the risk event and the potential of its effect if realised (the **impact** of the risk) are usually multiplied to give the **magnitude** of the risk.

   - **University incident management team (UIMT)** Comprises the University Registrar & Secretary (the Incident Controller), senior managers and managers of support services across the University. This team will decide which persons and services will be mobilised to manage emergencies that are likely to affect multiple parts of the University and which are beyond the coping strategies of the LIMT. The Incident Controller keeps the executive management group of the University informed of emergency and business continuity situations.

5. **Hazard/threat identification and risk assessment**

The Civil Contingencies Act 2004, with respect to emergency preparedness, defines **hazards** (non-malicious events such as flooding) and **threats** (ie. malicious events such as terrorist attacks) as occurrences or situations which could adversely affect the organisation and its ability to carry out its operations.

The identification of hazards / threats and the risks they pose to the University is the first step in the emergency planning process.

Risk is a function of the **likelihood** (the possibility of an emergency occurring which could adversely affect the organisation, eg. severe weather or fire) and the **impact** of a given hazard or threat (eg. staff injury or damage to facilities). Potential emergencies faced by the management, schools and services of the University can be established by:

- examination and evaluation of internal processes and operations
- consultation with the University Risk Register
- accessing information held on the Community Risk Register
- awareness of international, national and local situations

6. Vulnerability of the University to emergencies

- Reliance on IT systems for academic and support services;
- The presence of high hazard materials e.g. at specialist laboratories and research facilities, and the need to address risks and integrate emergency plans associated with these;
- Health risks: many students are away from home/their country for the first time and are often still in the transition phase into adulthood. They may be more susceptible to some infectious diseases;
- A large number of students live on campus, therefore emergencies may impact on student welfare as well as academic delivery or University operations;
- Staff and students frequently work or study abroad, sometimes in areas prone to civil unrest or natural disasters;
- The age and experience profile of the student body may make them more likely to take or create risks and cause emergencies;
- Transient populations in terms of students and contractors have implications for updating contact lists, building resilience and familiarity with the organisation's administrative structures, geography and emergency plans;
- An open campus environment means that there is generally free access to buildings, in addition the University regularly invites visitors on site to use facilities and attend courses or other public events;
- The presence of rare or unique artefacts or collections;
- Geography:
  - part of the University is sited on a spring, which provides water to a local community, and this raises the seriousness of the impact of hazardous substance spills/leaks.
  - The University also draws its water from a single reservoir and problems with water supply to or from this reservoir can stop the supply of water to the University.
  - The University is not located in an urban environment, which may delay emergency response times and makes the campus more vulnerable to transport disruptions.

7. General and Specific Emergency Response Plans

Senior management teams and heads of schools and services should assess their exposure to externally and internally generated risks and put in place appropriate plans to allow an effective response. Generic plans address a wide range of emergencies to ensure sufficient resources, the welfare and safety of persons and the roles of the responders. Where there are specific hazards, such as chemicals, radioactive materials or pressure vessels, then the school or department should also have specific emergency plans in place to preserve life, prevent damage and to contain the hazard. If the school or service approves staff or students to work abroad then there should be established emergency procedures in place and communicated to those working or studying off Campus, before they leave the University.

Following an incident, every effort will be made to:

- Continue use of the affected site's facilities.
- Use predetermined alternative locations to give continuity of service to customers/clients.
- Maintain the health and safety of all staff, students and others for whom the University has a duty of care.
- Ensure compliance with the University Health and Safety policy at all times.

The general emergency procedures for the University are detailed on page i.

8. Pre-incident planning

Time spent in preparing emergency and recovery plans will be well rewarded should the University face a potentially harmful unexpected event.

Pre-incident planning can also be described as 'failure or disaster avoidance planning'.

In the pre-incident planning stage, those facilities and procedures that will reduce the risk of a failure or emergency are identified and put into place.

Planning could include:

- Establishing 'housekeeping' rules that will minimise risk, e.g. clear corridors, safe storage of hazardous materials including waste;

- Establishing suitable security measures;

- Ensuring vital equipment and facilities are in good order and serviced/maintained according to manufacturer's instructions or to accepted best practice;

- Ensuring all emergency equipment is suitable and in good working order;

- Ensuring staff and students understand potential risks and know how to deal with them through suitable training programmes, e.g. fire safety training, dealing with telephone, bomb and similar threats and safety considerations when working or studying off Campus.

9. Severity of incident and response

Low level local incident (level 1 incident)

Incidents where there is no immediate threat to safety and / or property, but the emergency situation has an impact on the operation of the building(s) that may eventually lead to closure or limited occupancy / operation. For example, this type of incident could be a localised flood or loss of utilities. The Local Incident Management Team will deal with the emergency and alert the University Incident Management Team that there is an ongoing incident. Most incidents of this type will be managed locally but some will need support from the University Incident Management Team

More serious incidents (level 2 and 3 incidents)

Level 2 incidents include threats to safety and / or property where the incident may have a severe impact on the operation of the building and could result in building closure, for example total loss of power, including power to safety critical equipment. Staff and others will evacuate the building when ordered to do so by the Local Incident Management Team, the University Incident Management Team or the Police / Relevant Authorities. Senior management is alerted that there is an ongoing incident.

School or service areas managers will work with the members of the University Incident Management Team and support services to contain and control the incident. Local Business Continuity Plans should be invoked to ensure that interruptions to their service provision are minimised.

Level 3 incidents, where there is an immediate risk to safety and / or property, eg a terrorist attack on the infrastructure of the University or surrounding infrastructure, a major fire, major chemical or radiation leak, explosion, will require controlled evacuation and closure of the building(s). This may be ordered either by the local or University Incident Management Teams or the Police / Relevant Authorities. The University Incident Management Team will convene and coordinate the response to the emergency, keeping the Vice-Chancellor's Executive Group and other senior managers informed of the situation. The University Business Continuity and Recovery Plans will be invoked.

10. Specific actions to be taken following an emergency incident on or off Campus.

The Local Incident Controller at site of an emergency incident may (depending on the level of seriousness of the incident):

- Call out other staff as required;
- Notify the University Incident Management Team;
- Attend the incident, taking charge for the University and liaising with the emergency services at the scene of the incident;
- Manage the Local Incident Management Team
- Ensure that the building or location has been evacuated, in consultation with the emergency services;
- Prioritise the safety and welfare of those immediately affected by the incident and direct them to a safe location where they can await further instructions;
- Provide the relevant School, Service or University Managers with an estimate of the likely scale, duration and impact of the incident;
- Assist the emergency services to minimise the risk of further injuries and damage;
- Take instructions from the University Incident Management Team;
- Keep a log of events that arise and actions taken during the emergency.

University Incident Management Team (for level 2 and 3 incidents) may:

- Set up an incident control room;
- Inform University senior management about the incident and keep them apprised of developments;
- Call in staff and resources from elsewhere in the University as required;
- Liaise with and take advice from the emergency services and seek Consular assistance if the incident has occurred overseas;
- Obtain details of any injuries and provide next of kin details;
- Initiate actions to safeguard the immediate safety and welfare of staff and students involved in or affect by the incident (e.g. provide shelter, catering, support; flights home; alternative accommodation);
- Keep a log of events that arise and actions taken during the emergency.
- Receive status reports on the incident from the Local Incident Management Team and University Incident Management Team members and consider the consequences for the University;
- Agree the strategy for communicating information about the incident to interested parties both inside and outside the University and decide whether an emergency telephone helpline should be set up;
- Determine what support needs to be provided for staff, students and others affected by the incident (including staff who are handling the response to the incident);

- Invoke the University's business continuity plan, which should have Identified key business functions disrupted by the incident, and agree recovery priorities for those functions;
- Set up recovery teams as required and prioritise resources needed for recovery;
- Monitor emergency expenditure
- Assess damage and contact insurers/loss adjusters.

NB No-one should issue a communication about the incident to staff, to students or to anyone else unless they have explicit permission from the Director of Communications or his deputy.

An emergency plan template, with tables for names and contact details, event log sheets and emergency planning and response checklists is available at **Appendix 1.**

An incident flow chart is provided on the next page (p7) to assist you to formulate your local plans.

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

i.   Archive Room, Sussex House

ii.   Estates & Facilities, Firle Room, Hastings Building

iii,   Security Office, York House

12. Awareness
The plan should indicate how persons affected by potential emergencies will be made aware of the plan and what they are expected to do in emergencies.

13. Training and Exercising
- All persons on Campus should be aware of the actions to take in an emergency;
- Heads of School and Heads of Service should (where appropriate dependent on risk) ensure that the members of their local incident team are aware of their duties with respect to the local emergency plan and that an exercise of the plan takes place at least annually;
- All persons in schools and services should be aware of the emergency arrangements relevant to their activity, eg. working with chemicals or working/studying off campus
- Members of the University Incident Management Team will be trained to make them aware of their responsibilities in emergencies and an exercise of the plan will be run at least annually.

14. Reporting
All emergency incidents will be reported on the University incident reporting system.
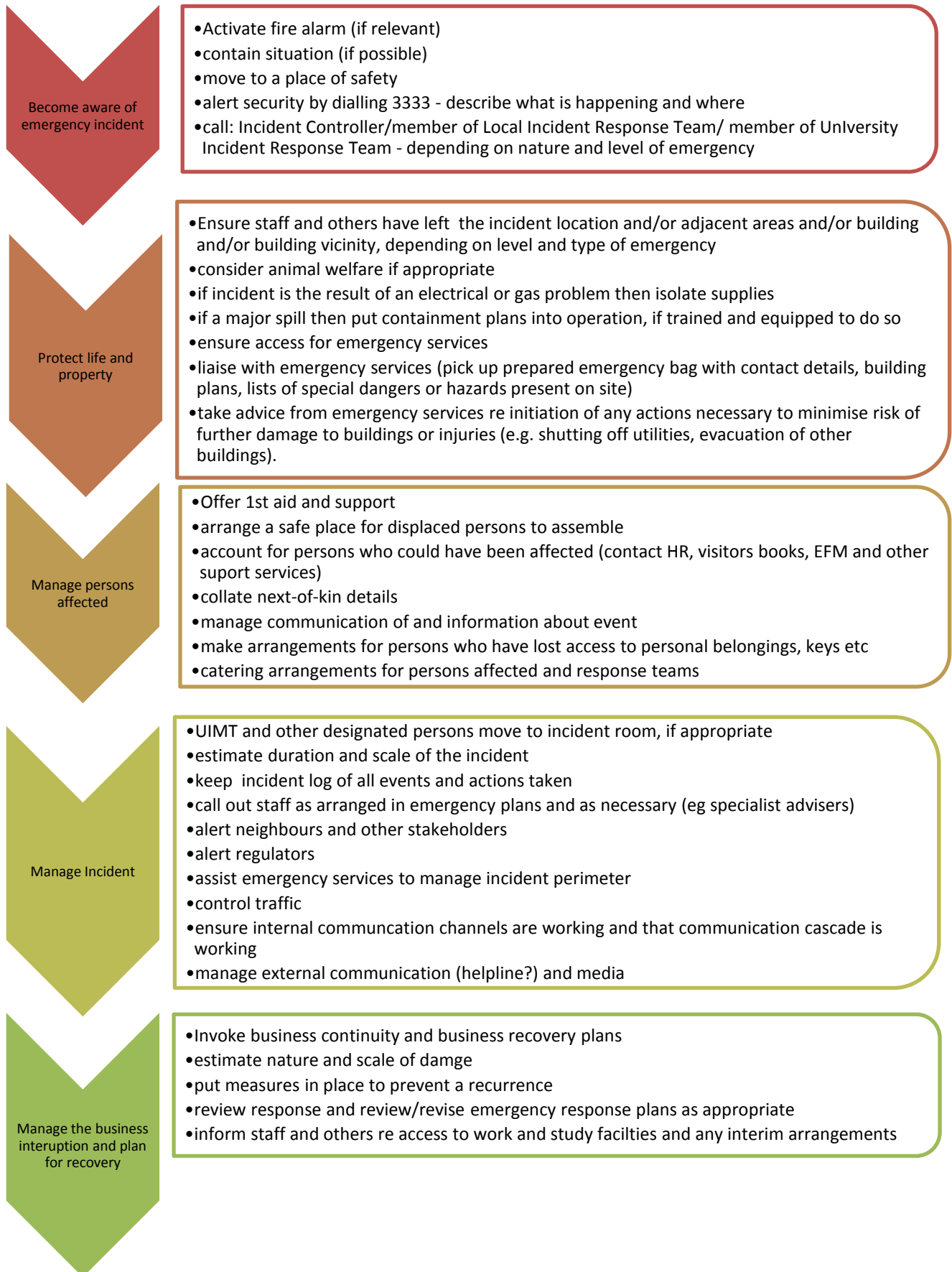
15. Review
A review will be carried after any incident to establish why it happened and what can be put in place to prevent a recurrence.
The plan will be reviewed and revised post incident to incorporate any changes or improvements generated by the incident review.
This plan will be reviewed annually or sooner if there are major changes in the school or service.

16.   Flow Chart for Incident Response on Campus

Become aware of emergency incident

- Activate fire alarm (if relevant)
- contain situation (if possible)
- move to a place of safety
- alert security by dialling 3333 - describe what is happening and where
- call: Incident Controller/member of Local Incident Response Team/ member of UnIversity Incident Response Team - depending on nature and level of emergency

Protect life and property

- Ensure staff and others have left the incident location and/or adjacent areas and/or building and/or building vicinity, depending on level and type of emergency
- consider animal welfare if appropriate
- if incident is the result of an electrical or gas problem then isolate supplies
- if a major spill then put containment plans into operation, if trained and equipped to do so
- ensure access for emergency services
- liaise with emergency services (pick up prepared emergency bag with contact details, building plans, lists of special dangers or hazards present on site)
- take advice from emergency services re initiation of any actions necessary to minimise risk of further damage to buildings or injuries (e.g. shutting off utilities, evacuation of other buildings).

Manage persons affected

- Offer 1st aid and support
- arrange a safe place for displaced persons to assemble
- account for persons who could have been affected (contact HR, visitors books, EFM and other suport services)
- collate next-of-kin details
- manage communication of and information about event
- make arrangements for persons who have lost access to personal belongings, keys etc
- catering arrangements for persons affected and response teams

Manage Incident

- UIMT and other designated persons move to incident room, if appropriate
- estimate duration and scale of the incident
- keep incident log of all events and actions taken
- call out staff as arranged in emergency plans and as necessary (eg specialist advisers)
- alert neighbours and other stakeholders
- alert regulators
- assist emergency services to manage incident perimeter
- control traffic
- ensure internal communcation channels are working and that communication cascade is working
- manage external communication (helpline?) and media

Manage the business interuption and plan for recovery

- Invoke business continuity and business recovery plans
- estimate nature and scale of damge
- put measures in place to prevent a recurrence
- review response and review/revise emergency response plans as appropriate
- inform staff and others re access to work and study facilties and any interim arrangements

University of Sussex Guidance: Emergency Planning and Response

The general emergency procedures for the University are:

FIRE:

On discovering a fire:
Press black button in centre of red call point box.

This will activate alarm and **automatically call fire brigade**. In the unlikely event that this fails, move to the exit door and telephone 3333 to contact the University Security Office. Tell them your situation, name, the room number and the building of the fire location.

If there is no threat to your safety, you have received training in the use of fire extinguishers, the fire is very small (eg in a wastepaper bin) and not near dangerous substances you may attempt to extinguish the fire using the fire fighting equipment provided on each floor and near exit doors.

Fire alarm is activated:
If the fire alarm sounds, immediately:

- Stop what you are doing.
- Turn off machinery and make your work safe if you can do it quickly.
- Leave by the nearest available fire exit (not always the way you entered the building). Do not travel inside the building to collect belongings. Fire exits routes and final exits will be marked with the green 'running man' signs.
- Move to your designated assembly point outside the building. Do not stand in roads and do not stay in doorways or close to the building
- Do not re-enter the building until given permission to do so

Out of normal working hours:
If 'out-of-hours' logbooks are used gather these (do not travel through the building to collect them; use external route) and evaluate the number and possible location of occupants. When the University Security Team arrives, present them with the information you have about persons who may be inside the building.

FLOOD:
During working hours: Immediately Call 7777 to contact the Estates help desk. Tell them the situation, name, room number and building and then inform key personnel within the School or Service.
Out of hours: call 3333 to contact the University Security Office. Tell them your situation, name, room number and building.
If the flood is the result of a plumbing failure, Security will liaise with University and School/Service staff to turn off the water supply. Security will make the area safe as possible, depending on the circumstances of the flood, and facilitate any clear up required. This may include attendance of School/Service staff and cleaning contractors.

BOMB ALERTS AND THREATS:

The University circulates warnings of potential increased threats and advice appropriate to the situation. This will be circulated by the admin office and should be read carefully.

If you find a suspect package: Do not attempt to move it!!

Evacuate the room and call 3333 to contact the University Security Office. Tell them your situation, name, room number and building. Follow their instructions re potential evacuation.

If you receive a call alerting you to a bomb or other security threat keep calm, try to remember as much as possible about the call and the caller and report the call immediately on 3333.

SERIOUS INCIDENT OR INJURY: The University has a trained rescue and response team.

If you discover a major incident, accident or serious injury:

Call for assistance. Contact the University Security Office (3333) and inform them of the situation, your name, room number and building of casualty/accident location. If the incident involves injured persons stay with them until help arrives (if safe to do so). The Security Office will contact a first aider, the safety co-ordinator and the rescue team, as appropriate. They will also contact the emergency services if required. Do not interfere with anything at the incident/accident location, apart from making it safe (and without compromising your own safety), as it may be treated as a crime scene.

Emergency Plan: *Insert Location*

Date of plan: 06/02/2012

1.   Specific Hazards and Vulnerabilities

Hazard	✘✔
Hazardous chemical substances	
Hazardous biological substances	
Flammable or explosive substances	
Unsealed radioactive sources	
Sealed radioactive sources	
X-ray equipment	
High energy electrical equipment	
Gas cylinders	
Pressure vessels	
Lasers	

Vulnerability	✘✔
Children	
Patients	
Disabled persons	
Visitors (visiting workers)	
Animals	
Rare or unique artefacts or collections	
Irreplaceable research samples	
High water dependency	
High power dependency	
Staff/students working off Campus	
Highly specialised equipment	

2.   Pre-incident plan

Issue	Detail and preventative measures in place	Frequency of checks/updates
Measures in place to prevent an emergency, eg.		
Housekeeping standards		
Security systems		
Maintenance needs		
Specific hazards		
Specific vulnerabilities		
Emergency equipment		
Emergency procedures		
Training		
Staff list		
Contact details		

3.   Special emergency planning arrangements (focusing on specific hazards and vulnerabilities)

4.   Emergency management teams and contact details

A.   **The composition and contact details of the Local Incident Management Team (LIMT) is as follows:**

The Local Incident Management Team *(Complete for your own section)*				
Position	**Name**	**Work Phone**	**Mobile**	**Home**
Incident Controller				

B.   **The composition and contact details of the University Incident Management Team (UIMT) are as follows:**

Team Role	Name	Work Tel.	Home Tel.	Mobile
Team Leader	John Duffy	873814	*Via security - 3333*	*Via security*
Reputation Management	Rob Read	678888	*Via security*	*Via security*
	Jacqui Bealing	877437	*Via security*	*Via security*
Damage Management	Andy Jupp	678652	*Via security*	*Via security*
	Martin Green	877077	*Via security*	*Via security*
	Marion Richards	877347	*Via security*	*Via security*
	Paul Mac Court	873303	*Via security*	*Via security*
	Neil Troak	878651	*Via security*	*Via security*
	Roger Morgan	678233	*Via security*	*Via security*
Business Continuity	Allan Spencer	678307	*Via security*	*Via security*
	Carey McLaughlin	678692	*Via security*	*Via security*
Other members may be called from the following:				
RSTS	Charles Dudley	678222	*Via security*	*Via security*
	Karen Creffield	678228	*Via security*	*Via security*
	Lorinda Holness	678218	*Via security*	*Via security*
HR	Jane Summerville	877083	*Via security*	*Via security*
	Jackie Rymell	873720	*Via security*	*Via security*
ITS	Iain Stinson	8040/2814	*Via security*	*Via security*
	Caroline House	678539	*Via security*	*Via security*
	James Goodlet	678425	*Via security*	*Via security*
Library	Kitty Inglis	877830	*Via security*	*Via security*
	Sally Faith	877833	*Via security*	*Via security*
Academic Registry	Sharon Jones	2667/7091	*Via security*	*Via security*
Student Services	Claire Powrie	8930/7028	*Via security*	*Via security*
Helplines	Bob Stephenson	678910	*Via security*	*Via security*
	Sally Smith	873820	*Via security*	*Via security*
Chaplaincy		877123	*Via security*	*Via security*

5. External Key Contacts

External Key Contacts		
Type/Position	**Name**	**Contact Details**
Emergency Services		
Insurers		
Partners/Stakeholders		
Consultants / Contractors / Engineers		

6.   Call out procedures

The call out procedures following an emergency situation are as follows.

7.   Emergency communication procedures

8.   Emergency Management Procedures

9.   Plan awareness *(state how you will make your staff, students and other stakeholders aware of the emergency arrangements in place in your area)*

10.   Emergency Plan Exercise *(state how you will test your emergency plan)*

11.   Review arrangements and date

A review will be carried after any incident to establish why it happened and what can be put in place to prevent a recurrence.

The plan will be reviewed and revised post incident to incorporate any changes or improvements generated by the incident review.

This plan will be reviewed annually or sooner if there are major changes in the school or service.

Planned Review Date:

Incident Log

Date and Time	Event / Message (to/from)	Details	Action Taken

Log maintained by:

Action Log

Action	Detail	Action By

Record of alternative locations

Course / Department / Service	Manager	Alternative Location

Emergency planning, response and monitoring checklist

Activity	✘✔
Staff, students and 3rd Parties are aware of University emergency activation and response procedures	
Specific local hazards and risks have been identified and evaluated	
Sufficient controls are in place to control the specific hazards and risks identified	
Specific emergency plans in place to deal with specific hazards and risks identified	
Local incident management team identified and aware of role and responsibilities	
Contact details of LIMT members and other key persons are recorded	
There is an established call-out system for the LIMT and other key staff in an emergency	
Key University contacts identified and contact details recorded in plan	
Staff are aware of the emergency response plan, the contents of plan and their role in an emergency situation	
Other key persons are aware of the emergency response plan, the contents of plan and their role in an emergency situation	
The University Incident Management Team and Security hold a copy of your emergency plan.	
There is an agreed procedure for communicating in an emergency – whether by telephone, emails, IMS, Twitter, or via website	
Emergency grab bags are located at each entrance. These should contain: • Copies of the emergency plan, the business continuity plan and the recovery plan (complete with contact details) • Stationary (pads, pencils, pens, sellotape, paper clips etc.); • A3 Notice Boards (to display information/instructions); • Flip Charts; • Spare Mobile Telephones and Chargers; • Photocopier (access to); • Fax Machine (access to); • PC Access to Computer Records; • Reels of Red/Orange Tape, No Access Signs, Hammer and Nails; • Safety Boots, Protective Hats, Goggles (all x 6); • Torches and Spare Batteries (x 3); • Local Telephone Directory/Yellow Pages; • Health and Safety Policy. • Hard copies of site, building and services plans • The location of high risk materials or equipment • An incident log template • A clipboard • List of staff	
Indicate if you know when and where visitors are in your building	
Indicate if you have an out-of-hours book or system in place	
Indicate if you have run an emergency plan exercise	
Indicate if you have a business continuity plan in place	
Indicate if you have a business recovery plan in place	