Emergency Management Plan
V1.0 Web Version

For Incident Action Cards, Turn to P.16
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Amendments

<table>
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<th>Amended section (s)</th>
<th>Date</th>
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<td>August 2018</td>
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Exercise Schedule

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This plan will be tested and reviewed annually
**Introduction**

The majority of incidents at the University of Sussex are dealt with by normal business-as-usual activities and do not require escalation or specific management structures to be put in place. Emergency incidents are thankfully rare but when they do occur, it is essential that there is a well-rehearsed and tested plan in place to allow a coordinated response.

For the purposes of this plan, the following definition will be used:

“An Emergency is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to staff or student welfare, essential services, the environment or security at the University of Sussex.”

This plan is one of three which help to ensure the University of Sussex is a resilient organisation and is able to continue to provide a service to students and stakeholders during a disruptive incident. The following diagram shows the other plans which should be looked at in conjunction with the Emergency Management Plan.
Emergency management and response is the process of responding to an incident and is designed to minimise injury, loss of life and damage to property or the environment. Business continuity is concerned with minimising the extent of disruption following an incident and ensuring the University can continue to carry out its priority activities. The two are closely related but distinctly separate. Therefore it is important that the University has both an Emergency Management Plan and a Business Continuity Plan. Both of these sit beneath the Incident Response Protocol which sets out the structures used in response to any incident. A simplified timeline of an incident and how each plan fits into this can be seen below;
Aim
The aim of this plan is to ensure that the University of Sussex is able to respond to and manage emergencies in a coordinated and structured manner.

Objectives
1. Protect the welfare of staff and students
2. Protect and secure the University’s infrastructure and facilities.
3. To maintain critical outputs and return to full operational capability as soon as possible.
4. To maintain the University’s reputation

Governance
The Emergency Management Plan is owned and championed by the Chief Operating Officer (COO) of the University

The Emergency Management Plan is authored and maintained by the SEF Business Continuity Lead with input from the Incident Management Group

The Incident Management Group will review the plan and bring together representatives from functional areas of the University to develop the plan and propose changes or specific ways of working.

Related Plans
Other plans which should be read in conjunction with this one are;

- US Crisis Communications Plan
- US Severe Weather Plan
- US Business Continuity Plan
- US Incident Response Protocol
- US Pandemic/Outbreak Plan (in development)
- US High Risk Schools Emergency Plans
Incident Response Levels
The University uses the Bronze (Operational), Silver (Tactical) and Gold (Strategic) command structure for managing emergencies. This is widely understood and recognised in both public and private sector organisations. An extra level of Crisis Gold has been added and will only be activated in the most extreme circumstances.

Explanations of the different levels of response are as follows;

4.1 CRITICAL Incident – Incident Response and Recovery Team (IRRT) - BRONZE

A CRITICAL Incident will require a routine response by specialist local team(s) as part of their normal operations. The University’s primary responders in such incidents include Security, Campus & Residential Support, Student Life Centre and SEF Support Services. Escalation will not be necessary to manage the response and recovery and no additional resources will be required. Such incidents will be overseen by a Site Incident Manager, who may be appointed by the Head of Security, Head of Campus and Residential Support, or the SEF General Manager. Initially, the on duty Security Supervisor will assume the role of Site Incident Manager and will act as Bronze Commander and notify other departments and senior commanders, as necessary.

Examples of CRITICAL Incidents may include:

- isolated incident involving harm to an individual (on or off campus)
- short-term damage/outage affecting a building (or part of a building)
- small-scale evacuation due to temporary safety cordon or false alarm
4.2 SIGNIFICANT Incident – Local Incident Management Team (LIMT) - SILVER

A SIGNIFICANT Incident is likely to require a tactical response by Schools and/or Professional Services to complement the aforementioned operational arrangements. Specific ‘local’ plans may need to be invoked to manage the incident. There may be disruption affecting numerous Schools, Departments or buildings across the University campus. In the first instance, the Head of Security is likely to lead the Silver Group for a Significant Incident. Leadership of the group will then pass to the Director of Planning or other relevant Director depending on the specific incident. Schools and Departments will have developed their own internal teams to co-ordinate the response and recovery activities and provide information to support internal and external communications.

Examples of SIGNIFICANT Incidents may include:

- prolonged IT or utility outage, widespread cyber-attack or serious data breach
- longer-term denial of access to building(s)
- incident causing hazardous conditions on Campus (e.g. severe weather, protest)

4.3 MAJOR Incident – University Incident Management Team (UIMT) - GOLD

A MAJOR Incident will have a University-wide impact requiring a strategic, multi-disciplinary response by senior management. Major incidents are likely to cause prolonged disruption to the University’s primary activities. UIMT/CMT will oversee the incident response and secure resources to support recovery. The University’s Crisis Communications Plan will be invoked to manage internal and external information about the incident and monitor media coverage.

Examples of MAJOR Incidents may include:

- incident involving multiple casualties within the University’s care (locally or overseas)
- explosion, fire or flood damaging multiple buildings, infrastructure and/or the environment
- campus evacuation due to life-threatening local threat or hazard
- life-threatening pandemic illness within the campus community (e.g. Meningitis)

4.4 CRISIS GOLD – Crisis Management Team (CMT)

In exceptional circumstances, an incident may have such an unprecedented impact that an additional level of response is required. This type of incident is unlikely to have been reasonably foreseen or planned for. The Crisis Management Team will therefore be convened and chaired by the Vice Chancellor (or deputy) in order to safeguard the University. The UIMT Leader will be responsible for escalating to the CMT
Notification, Activation and Escalation

Incident Response Flowchart

Incident

- Security
- Service Centre
- Campus and Residential Services
- ITS

Report Incident to Security Office on 3333.

Inform emergency services if appropriate

Assess Impact

Inform EM and BC Leads (in hours)

Activate IRRT – Incident Response and Recovery Team (BRONZE)

Use Action Card (P.15) to inform decision making

Are sufficient resources available? Can the incident be dealt with by operational teams?

YES

- Notify relevant services and schools. Inform Communications Team for internal and external messaging

NO

- Major Incident?

YES

- Escalate to UIMT - University Incident Management Team (GOLD)
  - Consider escalation to CMT – Crisis Management Team

NO

- Stand Down when complete, informing all involved

Complete Incident review and hold de-brief
Notification

Emergencies and incidents will typically be reported in one of four ways;
1) Security
2) Service Centre
3) Campus and Residential Services
4) ITS

On receipt of an emergency notification, an initial assessment of the appropriate response level on p.8-9 will be made on the impact of the incident and escalated to the relevant on-duty manager. (A flowchart can be found on P. XXXX)

Activation

The vast majority of incidents will be able to be dealt with at the Bronze operational level. Where Bronze level teams feel that an incident requires a more coordinated response at a Silver level it should be escalated following the Incident Cascade Call out detailed in 5.3 below and on P. XXXX. Escalation to Silver level will be classed as the plan being activated. The following roles have authority to activate the plan;

- Head of Security
- Head of Campus and Residential Support
- Any Director
- Risk and Business Continuity Manager
- SEF Business Continuity Lead

Escalation

During the response, Bronze and Silver Commanders will provide updates to their managers and if necessary, the overall management of the incident will be escalated to senior staff. See Incident Cascade Call-out on p. XXX
Roles and Responsibilities

Group Membership

**UoM (As Required)**
Chief Operating Officer or DVC (Chair)
Director of Planning
Director of External Affairs
Director of Human Resources
Director of ITS
Director of Student Experience
Director of Estates and Facilities
Heads of School/Senior Academic/Other Directors (As required)
Risk and BC Manager (Advisor)
Procurement Manager (Advisor)
Insurance Manager (Advisor)
General Counsel (Advisor)
Head of Security (Advisor)

**Local Incident Management Team (LIMT)**
Head of Security (Initial Response Chair)
Head of Campus and Residential Services (Initial Response Chair)
Head of School / Director of Professional Service (Chair)
Head of External Affairs
SEF General Manager/Head of Projects??
SEF Head of QSHE
SEF BC Lead (Advisor)
Others by invitation

**Incident Response and Recovery Teams (IRRTs)**
- Security Supervisor
- Residential Advisors
- SEF Maintenance Teams
- SEF Building Manager
- Projects
- School/Professional Services Representatives

**Individual Roles**

**University Incident Management Team Leader (Gold)**
This role will normally be undertaken by the Chief Operating Officer or Deputy Vice Chancellor. The main responsibilities will include:

- To act as the Gold Commander during major incidents and coordinate the University's strategic response and recovery efforts.
- To identify emerging risks and threats to the continuity of the University's priority activities.
- To ensure that resources are available to facilitate an effective response and recovery to an incident affecting the University.
- To agree the communications strategy throughout the duration of the incident.
- To liaise with external partners during the response and recovery process.
- To approve and agree mutual aid protocols with key partners.
- Determine when the incident is closed.
- To commission a debrief following a major incident to capture any learning.

**Local Incident Management Team (LIMT) Leader(s) (Silver)**
The Silver group will initially be led by the Head of Security or Head of Campus and Residential Services as Silver Commander. This role will then be assumed by the most appropriate individual for the incident. This may be a Head of School or Director of a
Professional Service. Schools and Professional Services should prepare for and respond to incidents by forming a Local Incident Management Team (LIMT) from within their ranks, to oversee the tactical management of incidents and to support the IRRTs. The Head of School or Professional Services Director (or equivalent) will act as the LIMT Leader and will;

- Control and co-ordinate the University’s response to the emergency;
- Work towards the strategic aim of returning the University to normal operation;
- Liaise with the Emergency Services and other external agencies at a tactical level;
- Escalate to the UIMT Leader if the incident requires strategic oversight.
- Translate the strategic decisions of the University Incident Management Team during major incidents into workable Tactical plans
- Directing the activities of the Incident Response and Recovery Team
- Attend the Emergency Control Centre and convene a meeting of the Emergency Management Team;
- Record all actions, decisions and expenditure in a log during an emergency
- Determine when the incident is closed

Incident Response & Recovery Team (IRRT) Leaders (Bronze)
The Bronze group will initially be led by the Security Supervisor. This role will then be assumed by the most appropriate individual for the incident with input from supporting services. IRRT Leaders will be appointed by Heads of Schools/Professional Services Directors to prepare for incidents and facilitate the local response and recovery. The main responsibilities will include:

- Maintaining documented Incident Response and Recovery plans and ensuring that business continuity is considered as part of this process.
- Maintaining contact lists and call-out arrangements to ensure that team members understand their role in response and recovery and that their details are correct.
- Acting as Bronze Commander, overseeing the operational response to disruptive incidents, to include pre-agreed alternative working arrangements.
- Facilitating and attending BC planning activities, exercises and tests.
## Appendix 1 - Action Cards for roles

### Security Supervisor/Site Incident Manager/Bronze Commander

<table>
<thead>
<tr>
<th>No.</th>
<th>Actions</th>
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<tbody>
<tr>
<td>1</td>
<td>Receive report of incident from Security Control room</td>
</tr>
<tr>
<td>2</td>
<td>Ensure you have a tabard and ID card</td>
</tr>
<tr>
<td>3</td>
<td>Start an incident log and continue to update</td>
</tr>
<tr>
<td>4</td>
<td>Attend incident scene if safe to do so</td>
</tr>
<tr>
<td>5</td>
<td>Assume control of incident as Site Incident Bronze Commander</td>
</tr>
<tr>
<td>6</td>
<td>Assess the situation (Scale, Duration and Impact)</td>
</tr>
<tr>
<td>7</td>
<td>Liaise with emergency services Incident Commander(s) (if in attendance) and take contact details</td>
</tr>
<tr>
<td>8</td>
<td>Consider shelter options if evacuating staff and students (See evacuation flowchart on P. XXXX)</td>
</tr>
</tbody>
</table>
| 9   | Inform the following as necessary:  
- Incident Response and Recovery Teams  
- Maintenance  
- Residence/Building Managers  
- Residential Support Managers |
| 10  | Escalate to the following as necessary:  
- Head of Security  
- Head of Campus and Residential Services |
| 11  | Liaise with security office to ensure school emergency contacts are aware of any incident that affects them. |
| 12  | If press or media are in attendance, inform them that external affairs will brief them. Inform Security Control room of media interest |
### Building/Residences Manager

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<tbody>
<tr>
<td>1</td>
<td>Receive report of incident and assess impact</td>
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</tbody>
</table>
| 2   | Inform the following as necessary;  
- Porters  
- Handymen/maintenance  
- Residential Managers/Advisors  
- School/Professional Services offices |
| 3   | Escalate to the following as necessary;  
- Head of Residential Services  
- Head of Non-Residential Services |
| 4   | Maintain an incident log |

### IRRP School/Service Representative

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<th>No.</th>
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<tbody>
<tr>
<td>1</td>
<td>Receive report of incident and assess impact</td>
</tr>
</tbody>
</table>
| 2   | Inform the following as necessary;  
- Porters  
- Handymen/maintenance  
- Residential Managers/Advisors  
- School/Professional Services offices |
| 3   | Escalate to the following as necessary;  
- Head of Residential Services  
- Head of Non-Residential Services |
| 4   | Maintain an incident log |
### Head of Security

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<td>✔</td>
</tr>
<tr>
<td>1</td>
<td>Receive report of incident from Security Control room and assess impact</td>
</tr>
<tr>
<td>2</td>
<td>Assume control of incident as Silver Commander (unless student welfare related)</td>
</tr>
</tbody>
</table>
| 3   | Inform the following as necessary:  
- Head of Campus and Residential Support  
- Risk and BC Manager/ SEF BC Manager |
| 4   | Escalate to the following as necessary:  
- SEF Partnership Manager  
- Director of Planning  
- Chief Operating Officer |
| 5   | Maintain an incident log |
| 6   | Consider shelter options if evacuating staff and students (See evacuation flowchart on P. XXXX) |
| 7   | Consider setting up the Incident Control Room (Primary - Sussex House Committee Room, Alternatives – 405 Bramber House or Firle Room, Hastings) |

### Head of Campus and Residential Services

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<th>No.</th>
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</tr>
<tr>
<td>1</td>
<td>Receive report and assess impact</td>
</tr>
<tr>
<td>2</td>
<td>Assume control of incident as Silver Commander (if student welfare related)</td>
</tr>
</tbody>
</table>
| 3   | Inform the following as necessary:  
- Head of Security  
- Residential Managers/Advisors |
| 4   | Escalate to the following as necessary:  
- Director of Student Experience  
- Head/Director of External Affairs |
| 5   | Maintain an incident log |
| 6   | Consider shelter options if evacuating staff and students (See evacuation flowchart on P. XXXX) |
### LIMT Leader / Silver Commander

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<tbody>
<tr>
<td>✓</td>
<td><strong>Receive report and assess impact</strong></td>
</tr>
<tr>
<td>1</td>
<td><strong>Assume control of incident as Silver Commander (after handover from Head of Security/Head of Campus and Residential Services)</strong></td>
</tr>
</tbody>
</table>
| 2   | **Inform the following as necessary:**  
|     | - Heads of Schools/Departments  
|     | - School/Professional Services staff |
| 3   | **Escalate to the following as necessary:**  
|     | - Heads of Schools  
|     | - Director of Planning  
|     | - Chief Operating Officer |
| 4   | **Maintain incident log** |

### Communications/External Affairs

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<td><strong>Receive report and assess impact</strong></td>
</tr>
<tr>
<td>1</td>
<td><strong>Activate and follow Crisis Communications Plan if necessary</strong></td>
</tr>
</tbody>
</table>
| 2   | **Inform the following if necessary:**  
|     | - Schools and other professional services divisions  
|     | - Staff and students (Use all available tools as necessary)  
|     | - External stakeholders |
| 3   | **Escalate to the following if necessary:**  
|     | - Director of External Affairs  
<p>|     | - Chief Operating Officer/DVC/VC |
| 4   | <strong>Manage all press and media</strong> |
| 5   | <strong>Maintain an incident Log</strong> |</p>
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<td>Receive report and assess impact</td>
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<tr>
<td>2</td>
<td>Assume strategic command over the incident</td>
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<td>3</td>
<td>Convene a meeting of UIMT in Incident Control Room (agenda at Appendix XXXX)</td>
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<tr>
<td>4</td>
<td>Inform and update VC as necessary</td>
</tr>
<tr>
<td>5</td>
<td>Contact strategic stakeholders</td>
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<tr>
<td>6</td>
<td>Approve all communications messaging</td>
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Appendix 2 - Evacuation

Evacuation flowchart (short version of Evacuation plan)

Emergency Shelter Options
- Library
- ACCA
- Sports Centre
- Meeting House
- East/Ohio Central
- Fashion/Derbyshire/Luxfer Lecture Theatres
- Student Union
- Annex Stadium

Decision made by COORD/HOVC in conjunction with Emergency Services and external stakeholders

Follow emergency evacuation route as directed (TBC)

UoS Emergency Management Plan (DRAFT)
Page | 20
This Version: January 2018
Date of Next Review: January 2020
Evacuation of Campus

Introduction and Assumptions

During a situation where a campus emergency poses a serious threat to the entire campus, a campus wide evacuation may be directed by the leadership of the university. It should be noted that a complete campus evacuation may cause more problems than it solves and this decision should only be made as a last resort. Examples of scenarios:

- Plane crash on campus
- Train derailment or accident on the A27 involving hazardous materials
- Credible threat
- Severe weather
- Campus based serious hazard

Prior to any evacuation, this annex for Campus-Wide Evacuation must be placed on the Emergency web page to allow the campus community to become familiar with the evacuation routes prior to any evacuation. In order to conduct a campus-wide evacuation, the UoS alert system must be functional and evacuation notification must be made to the campus community.

It is essential that any decision is made in conjunction with the emergency services and Brighton and Hove City Council Civil Contingencies Team as a full evacuation will require large scale, complex management and will impact on the surrounding community. In addition campus residents who are evacuated will require emergency shelter which statutory organisations can help to facilitate.

Units with Assigned responsibilities

Security
External Affairs
Porters
Transport
Building Managers
Residential and Campus Support
Fire Wardens and Marshalls
ITS
School BC/EM leads

Emergency Notification

If extremely severe weather is forecast, a credible threat is made in multiple locations or at an unspecified location on campus or if a major emergency occurs such as a plane crash on campus, university leadership may determine that the campus should be evacuated. Evacuation requires that all individuals leave the affected campus. This includes requiring students in classes, labs or residence halls leave the campus. This is a ‘last resort’ decision as evacuating the whole campus may cause more problems than it solves and have unintended consequences.
Information Distribution

Depending on the exact incident, External Affairs, Security or ITS (or all) will disseminate information regarding a campus evacuation using all methods available.

- Text Message
- Email
- Web Page
- University Radio Station
- Building tannoy systems
- Phone cascade
- Verbal warnings

Evacuation of the campus during a critical emergency will be on foot to prevent traffic jams as cars leave the campus. Campus evacuation due to a forecast of extremely severe weather forecast may be by personal vehicle or public transport. Evacuation routes will be publicised online allowing faculty, staff and students to familiarise themselves with the plan. At the time of the evacuation, information on evacuation routes along with instructions to take only the personal belongings that can be carried will be disseminated through all available channels as set out in the Crisis Communications Plan.

Building/Unit/Department Actions

Security

Once a potential severe emergency event has been forecasted, is expected or has occurred, the security staff on duty will contact the Head of Security (or deputy) to escalate to the university leadership to determine if a campus-wide evacuation is warranted. Once the decision has been taken, evacuation information will then be disseminated by all appropriate means. The information conveyed during the initial call will outline our evacuation actions and information. Security officers will be dispatched to areas of campus to direct faculty, staff and students away from the campus. Whether the evacuation is by foot or vehicle, security staff will work to quickly move everyone away from campus. The Head of Security holds the authority to order an evacuation without prior agreement of University leadership if the threat or incident is deemed so serious that a delay in decision making would have serious adverse impacts to staff and student safety

Transportation

Parking and Transportation will assist in the movement of people off campus by liaising with transport providers. Transportation will be provided to assist mobility impaired individuals on a case by case basis. Parking officers not otherwise being utilized will be provided to
security to assist in traffic control and direction. Once the campus has been evacuated, parking officers will be released and should evacuate the campus.

**Maintenance and Grounds Staff**

Maintenance and grounds staff with assigned vehicles will be made available to security to assist in the evacuation effort by directing traffic or placing barricades. All other maintenance and grounds staff will evacuate from campus per the instruction disseminated in the messages sent out. Once the campus has been evacuated, all maintenance and grounds workers providing traffic control will be released and should evacuate the campus.

**ERT**

Once the ERT has been notified and gathered, they will contact the security control room to provide assistance in either helping move mobility impaired individuals or assisting with the injured. Once the campus has been evacuated, ERT Team Members will be released and should evacuate the campus.

**Fire Wardens**

Fire wardens should ensure that their area of responsibility is clear and all individuals have evacuated.

**Fire Marshalls**

Fire Marshalls should coordinate with fire wardens in their areas and take instructions from Security as to where to evacuate to.

**Building Managers/School BC and EM Leads**

Building Managers and School BC/EM Leads will be notified of the evacuation of the campus via the one of the alerting methods. Once they receive notification, they will work to make sure that everyone evacuates their building or school and is directed to the route they should use to evacuate the campus. They will then assist in getting anyone mobility impaired to the bus sites for evacuation. If a mobility impaired person cannot get to the bus site, they should contact security for assistance.

**Residential and Campus Support**

Residential and Campus Support staff will be notified of the evacuation of the campus via one of the alert methods. Once they receive notification, they will work to make sure that everyone evacuates their building or residence and is directed to the route they should use.
to evacuate the campus. They will then assist in getting anyone mobility impaired to the bus sites for evacuation. If a mobility impaired person cannot get to the bus site, they should contact security for assistance.

**Controlling the Evacuation**

When prudent, the evacuation of the campus should be staged to control the flow of people leaving campus. In most cases if a campus evacuation is warranted, students, staff and faculty will be instructed to evacuate on foot. This is due to the traffic jams that will occur if car evacuations are implemented. If the potential emergency (i.e., snow, high winds) is the source of the evacuation and time permits, evacuation by auto should be considered. If the evacuation requires immediate action, evacuation by foot is the best option. There are two techniques that can be used to control the evacuation and make it more orderly, these are evacuating by zone or by alphabet.

**Evacuation Areas**

Areas to be evacuated will be decided based on a dynamic risk assessment of the particular incident. For example if gas canisters were involved in a fire and a 200m cordon was established, all buildings within this area would be evacuated.

List of shelter options:

- Library
- ACCA
- Sports Centre
- Meeting House
- Fulton Lecture Theatres
- Chichester Lecture Theatre
- Jubilee Lecture Theatre
- Eat/Dine Central
- Students Union
- Amex Stadium
Appendix 3 – Firearms and Weapons Attack Information

Run, Hide, Tell

While the general level of threat to the UK is SEVERE, the probability of being caught up in a firearms or weapons attack is very, very small. However, it is important that staff and students know what to do in the event of getting caught up in such an incident.

If you are involved in a terrorist incident, the main advice to remember is ‘run, hide and tell.’

RUN -
- Only if this is possible, do not put yourself in further danger.
- Insist that others leave with you
- Leave your belongings behind
- Consider the safest route - is there a safe route?

HIDE -
- If you cannot run, find cover from gunfire (e.g. behind substantial brick work)
- Make sure the attacker cannot see or hear you - put your phone on silent and turn vibrate off
- Be aware of your exits and try not to get trapped
- Barricade yourself in and keep away from the door

TELL -
- call 999 as soon as you get the chance
- If you cannot speak, follow the call taker’s instructions
- Give any relevant information - location, description of attackers, casualties
Appendix 4 – Suggested Agenda for UIMT Meetings

**University Incident Management Team**

**AGENDA**

1. Introduction and Apologies

2. Brief Description of Incident
   - SITREP from IRRTs/LIMTs
   - Major Incident Declared? Y/N

3. Urgent Priorities for Immediate Action

4. Note the Key Risks, Proposed Mitigation Measures and Owners

5. Additional Resources Required for Recovery

6. Finance & Insurance

7. Communications Strategy

8. AOB

9. Date/Time of Next Meeting
# DECISION LOG

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