

UNCLASSIFIED

Incident Management Plan



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UNCONTROLLED DOCUMENT

**THIS DOCUMENT IS THE UNCLASSIFIED VERSION OF THE INCIDENT
MANAGEMENT PLAN AND DOES NOT CONTAIN SENSITIVE OR PERSONAL DATA.**

THIS DOCUMENT SHOULD BE CAREFULLY LOOKED AFTER AT ALL TIMES.

Foreword by the Principal



As a major higher education institution that is home to thousands of staff, students and visitors each day, it is vitally important that Queen Mary University of London (QMUL) has a well-developed and maintained set of plans that can be implemented in the event of an emergency incident. These should be informed by a process of establishing the risks that the institution may encounter and developing effective responses that will minimise the probability and impact associated with them.

This Incident Management Plan has been developed in response to these requirements. It seeks to map out responses to a range of potential incidents, be they in relation to our reputation, finance, assets or, most importantly, to those people who live, work and spend time on our campuses. While we hope that we will not need to enact these plans, their development and maintenance signals our commitment to effective management of emergency events, should such circumstances arise.

I ask that all relevant staff read and absorb the contents of this document and use it as a guide for making often difficult decisions in challenging circumstances. I thank you in advance for taking your responsibilities so seriously.

Regards

Professor Colin Bailey
President and Principal

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Introduction

This unclassified version of the Incident Management Plan (IMP) is tailored to allow the widest possible circulation among interested parties and has had some more sensitive details removed.

Whilst it is neither possible nor desirable to try and provide a scripted response for every eventuality, the intention has been that we should do what is reasonable to cater for emergency scenarios that are foreseeable. The IMP aims to put in place guidelines, procedures, structures and key contacts that can be called upon to address an emergency promptly and contain it effectively.

The purpose of emergency planning for QMUL is that we:

- Put the preservation of life ahead of everything else that we do
- Prevent incidents or emergencies from occurring where possible
- When they do occur, mitigate the effects and minimise their impact
- Put appropriate arrangements in place to enable an effective response
- Recognise the need for effective communication in connection with emergencies
- Liaise effectively with the emergency services and other agencies / partners
- Continue normal services as far as is reasonably practicable
- Learn lessons that allow for plans and arrangements to be improved/adapted

Definition of Emergency

An emergency is defined as *“an event or situation that threatens serious harm or damage to staff, student or visitor welfare, the University environment or to the assets of the University including its good name. To constitute an emergency such an event or situation must demand the implementation of special arrangements or intervention by emergency responders or services.”*

Purpose

In the event of an emergency, plans don't manage things, people do. Emergencies are by their nature fluid and in many respects unpredictable situations. Nothing can replace the capability initiative of people on the ground when dealing immediately with critical matters. The purpose of the IMP is to:

1. Outline the management structure of the Incident Management Team (IMT)
2. Provide immediate action guidelines on how specific emergency scenarios may be managed drawn from best practice and established procedure
3. Provide details of key and useful contacts

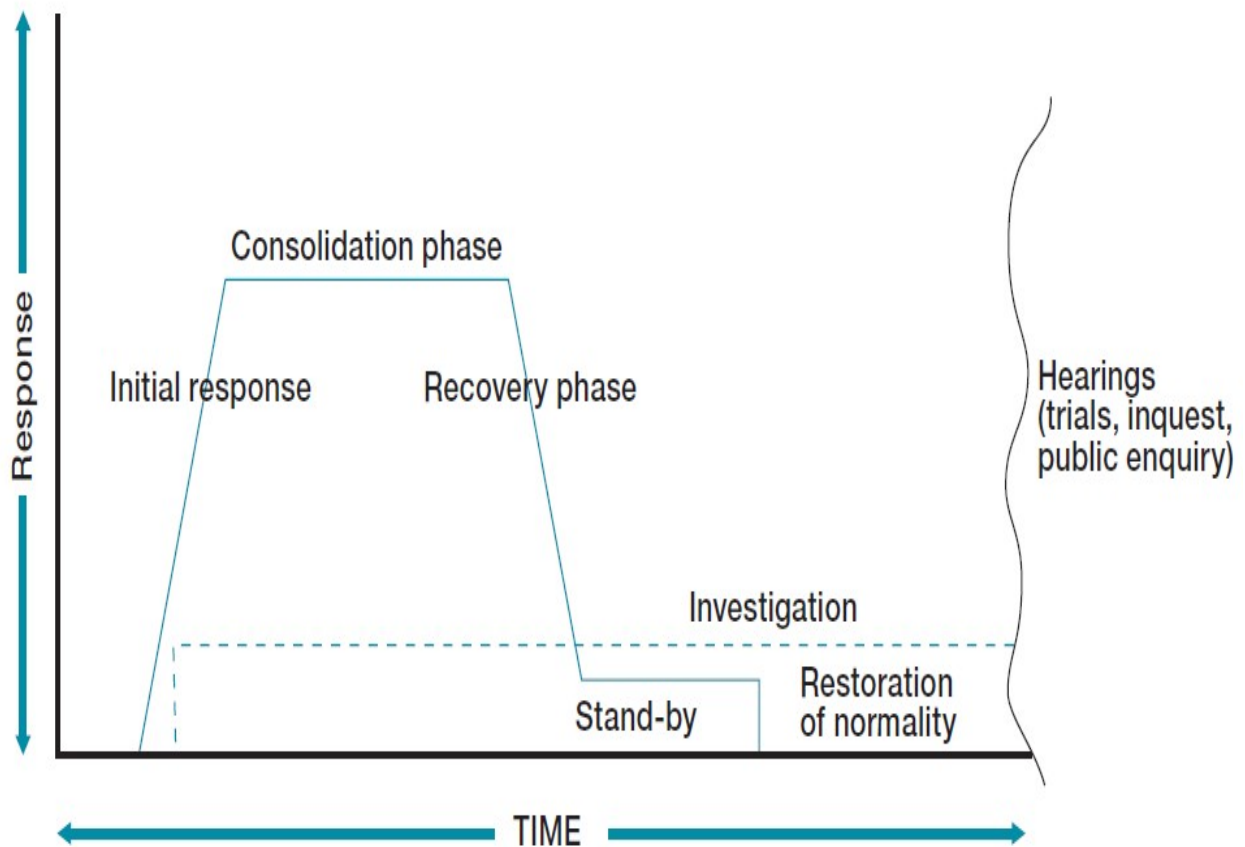
Business Continuity

Following on from the Initial Response to an emergency incident, management need to consider the longer term impact and needs of the University. Such considerations are what is known as 'Business Continuity' which may be defined as, *'the capability of an organisation to continue to deliver products and services at acceptable predefined levels following a disruptive incident'*. (Source: ISO22301:2012) As illustrated in the diagram below, from start to finish an incident may vary in timespan from a matter of hours to potentially years.

Timeline to Incidents

Incident Management Plans tend to be pitched at a 'high level' and concentrate on the aspects during the immediate aftermath of a serious incident (invocation, evacuation, student and staff welfare, liaison with the emergency services and the media, etc.). The IMP provides a 'framework' for the University Senior Management to follow.

Stages of a Major Incident



Scope

The Unclassified version of the IMP is a document for the University population at large. Whilst it contains information that is specifically for the reference of emergency responders it also aims to provide enough information for lay people to ensure that effective immediate action can be taken. It is not a Business Continuity manual and does not provide guidance relating to the long term recovery from damaging events. The IMP has been designed to meet the following general criteria:

- To identify general priorities for actions in the events of an incident
- To identify the main responsibilities of key individuals
- To provide guidance covering first actions in the events that a specific scenario should arise
- To instruct on criteria and means of escalation for a full emergency response
- To reference other resources that may be able to assist in the management of an incident
- To identify appropriate procedures for contacting staff, students, families, the emergency services, the wider community and the media

Restrictions on Use

The IMP remains the sole property of the University. This version of the plan contains no personal information that is subject to the Data Protection Act. Any such information that may be shared for emergency planning purposes must not be copied or shared with anyone or be used for any purposes other than to contact individuals or share information with them as may be necessary as a response to an incident.

An Incident Officer is identified as a person who, given their role, may need the information contained in the full version of the IMP in order to respond to an incident. As an authorised Plan Holder they are responsible for:

- Informing the Chief Operating Officer of any changes to their personal details
- Updating information in the IMP as requested by senior officers of the University
- Returning full hard copy versions of the IMP if they leave the University or their responsibilities change and they are no longer an emergency responder
- Deleting any electronic versions of the IMP if they leave the University or their responsibilities change and they are no longer an emergency responder
- Keeping full versions of the IMP secure and preventing unauthorised access

IMP Owner

The owner of the IMP is the Head of Security and Emergency Planning (Mike Digby), who reports to the Assistant Director Estates and Facilities (Residential Services). He is responsible for the review, issue and control of the IMP.

General Introduction

This is a simple guide to making risk calculations and having a structured approach to managing emergencies is included as useful guidance.

Risk may be calculated on the basis of LIKELIHOOD and IMPACT. These can be plotted on a simple matrix to give a rough estimate (not an infallible guide) as to how seriously a particular risk might be viewed. This may be reflected as a numerical score having multiplied the Likelihood (L) rating of 1 - 5 with the Impact (I) rating of 1 – 5.

The chart below demonstrates:

Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Likelihood				

Scale	
Negligible	
Low	
Moderate	
High	
Extreme	

Likelihood	
1	Has never happened and is unlikely to happen in future
2	Is not known to have happened previously in this environment, sector or locality, but possibility of occurrence in the future cannot be discounted
3	Has happened previously in this environment, sector or locality, or is assessed to have the potential to happen in the future
4	Happens from time to time, or has the potential to occur in the near to mid-term future
5	Happens on a regular basis, or is considered likely to occur in the near future
Impact	
1	Loss or damage to the organisation's assets would have negligible consequences or impact
2	Moderate Consequences such as minor injuries, minor impairment of core functions and processes, or slight reputational damage
3	Moderate to serious consequences such as injuries, impairment of core functions and processes and some reputational damage
4	Serious consequences such as loss of life or serious injuries, impairment of core Processes and functions for an extended period of time or serious reputational damage.
5	Exceptionally grave consequences such as extensive loss of life, widespread severe injuries or total loss of primary services, core processes or functions or irreparable damage to reputation

The impact of a certain event is usually taken to mean the adverse consequences of an event on any number of areas for which we use the TEMPLES mnemonic:

- T**echnical – IT systems or other mechanical, electronic or engineering systems
- E**nvironmental – Pollution, contamination or other corruption of a healthy environment
- M**arket – Our competitiveness, market share or reputation
- P**eople – Staff, students, visitors, contractors and the public
- L**egal – Statutory compliance and criminal or civil liability
- E**conomic – Profitability and financial loss including damage to physical assets
- S**ocial – The wellbeing and healthy interaction of our community life

Emergency Management Process

The Civil Contingencies Act assigns to organisations a duty to warn and inform the public in the event of an emergency. The duties thus bestowed are viewed in the wider context of Integrated Emergency Management (IEM), the concept on which civil protection in the UK is based. IEM is a holistic approach to preventing and managing emergencies that entails six key steps which are:

- Anticipation;
- Assessment;
- Prevention;
- Preparation;
- Response;
- Recovery;

The underlying aim of IEM is to develop flexible and adaptable arrangements that will enable an effective joint response to and recovery from any emergency. This document seeks to establish a common framework that is flexible enough to be adapted to local circumstances and specific problems. It is not intended to be prescriptive or an operations manual as there is no single approach that will meet the needs of every area, nor is there a single set of organisational arrangements that will be appropriate to each and every type of emergency.



Anticipation: Is crucial in both the pre-emergency and post-emergency phases. This involves ongoing risk identification and analysis and is essential to the anticipation and management of the direct, indirect and interdependent consequences of emergencies through active horizon-scanning for risks and potential emergencies. Anticipation is also a principle of effective response and recovery, and, at the strategic level, the risk focus must be forwards, upwards and outwards.

Assessment: Is an integral component of risk management and a key activity in the emergency planning process. Once identified all relevant risks and hazards should be assessed to establish the likelihood of such events occurring and the potential impact on the organisation. This process allows for the prioritisation of identified risks and hazards.

Prevention: The objective throughout the process is to enhance the resilience capability of the organisation whereby if any identified threat or hazard cannot be prevented then there should be strong mitigation factors developed to minimise any risk and potential impact to the organisation.

Preparation: All individuals and groups that might play a part in the response and recovery effort should be appropriately prepared. This requires a clear understanding of their roles and responsibilities and how they fit into the wider, multi-agency picture. This is achieved through a continuous cycle of planning, training, reviewing and evaluating all associated activity to ensure that there is an effective and coordinated framework which is embedded and disseminated across the organisation.

Response: Response and recovery encompass a diverse range of activities, however an effective response will in part reflect the readiness of the organisation. The response phase will require the mobilisation of relevant emergency services however it is important that the organisation adopts an integrated approach and response which can be assisted through the collation of accurate communication and information. Any response must be clearly communicated through an established escalation process in order to ensure the appropriate support functions and procedures are implemented across the organisation.

Recovery: Recovery considerations should be an integral part of the combined response from the beginning of an incident to ensure an effective overall outcome. Recovery in essence addresses the human, physical, environmental and economic impact of any emergency. An integrated approach is required and should focus on the steps and measures required in the restoration process. Once immediate needs are addressed the recovery phase concentrates on the ability of any organisation to recover allowing it to sustain a level of service.

SECTION 2: Incident Management Team Structure

Incident Management Structure

For any incident to be handled effectively it is vital that the management structure is clear and properly understood by the organisation. QMUL has adopted a logical three tier approach that may be compared directly to the normal management structure of the University.

Gold - Strategic Level
Silver - Tactical Level
Bronze - Operational Level

Strategic Level is classed as the 'Leaders'; the senior level of staff who formulate policy and make decisions assuming overall command. *(This level may well relate or liaise externally to the emergency services Gold level)*

Tactical Level is classed as those who translate the decisions of Strategic Level into operational activity on the ground co-ordinating and issuing sets of tasks that are completed by Operational Level. *(This level may well relate externally to the emergency services Silver level)*

Operational Level is classed as the 'Practitioners', very often working at the scene, who carry out instructions from above. *(This level may well relate externally to the emergency services Bronze level)*

Information is escalated and cascaded between each level and the next. Within QMUL the Management structure will include post holders as follows:

Strategic Level (Gold)

Principal
Vice-Principal & Executive Dean (Humanities & Social Sciences) Vice-Principal & Executive Dean (Science & Engineering)
Vice-Principal for External Relations and Public Engagement
Vice Principal (Research)
Vice Principal and Executive Dean (Health)
Vice Principal (Teaching & Learning)
Vice Principal (International)
Senior Advisor to the Principal
Chief Strategy Officer

Main Incident Management Team

Chief Operating Officer
Director of Estates & Facilities
Finance Director
Chief Information Officer
Director of Marketing and Communications
Director of Human Resources
Director of Occupational Health & Safety
Director of Student and Academic Services
Secretary to Council & Academic Registrar
Assistant Director Estates & Facilities (Residential Services)
Head of Security and Emergency Planning

Note: Whilst these positions make up Strategic Level it is not necessary that all of them will necessarily attend every emergency. Strategic Level members should have a nominated deputy.

Tactical Level (Silver)

Assistant Director, Estates & Facilities (Infrastructure & Maintenance)
Assistant Director Estates & Facilities (Capital Development)
Assistant Director Estates & Facilities (Facilities Management)
Assistant Director Estates & Facilities (Property and Space Management)
Head of Catering and Hospitality
Interim Deputy Director of Communications
Head of Residential Experience
CEO, Students' Union

Tactical Level Support

Health & Safety Officer(s)
Occupational Health Adviser(s)
Radiation & Biological Adviser(s)
Catering Manager(s)
IT Support Officers
Building Maintenance
Student Services
Disability and Dyslexia Service
School Managers
Timetabling Support
Information and Log Keeper

Note: All functioning groups should identify sufficient administrative support which should include dedicated log keepers

Campus contacts

Whitechapel

Facilities Manager, Whitechapel
COO SMD
Maintenance Manager

Charterhouse Square

Facilities Manager CHSQ/Lincoln Inn Fields
Maintenance Manager
Institute Manager

Lincoln's Inn Fields

Centre Manager

Note: Whilst these positions make up Coordinator Level it is not necessary that each of them will be attendant at every emergency. Each Coordinator Level member will have a substitute in the event of unavailability.

Operational Level (Bronze)

Given the scale of individuals who may necessarily be involved at this level there has been no attempt to create a defined list of Operational Level responders. This level is represented by operational people who may well have responded as part of their everyday role or may be instructed by Strategic Level, through Coordinator Level, to perform certain functions in the event of an emergency. With the authority of Strategic Leader (or the deputies) they may be diverted from their normal jobs and will attend to emergency functions until relieved.

*Persons identified as Incident Officers at either Strategic or Coordinator Levels are known collectively as the **Incident Management Team (IMT)**. When carrying out emergency functions at the scene of an emergency or at any other relevant place they will wear a distinctive high visibility jacket. These will be collected from the Security Control Room as required and returned there on completion of duties.*

IMT Terms of Reference / Escalation Process

IMT will be convened when an incident shows a potential to be no longer manageable using existing management protocols, creating the potential to impact on service areas and/or the operations of the University and is defined as an emergency as stated earlier in this document. It is therefore imperative that serious incidents which have the potential to be declared as major incidents are communicated in a timely manner via Security to the Chief Operating Officer.

Once convened, IMT will, as its' first priority, ensure that everything is done to preserve life and then perform 3 principal functions:

1. To provide strategic management during an incident
2. To maintain as far as is practicable normal operations
3. To protect the assets of the University including its reputation

IMT is a dynamic strategic management group that will be established and meet frequently for a finite period during emergency response. All strategic management decisions will be made within IMT and will be communicated to other parties, internal or external, as required.

The role of IMT is to:

- Ensure that emergency plans are in place, are fit for purpose and are tested periodically
- To identify resources required to support the University during an incident and where these are insufficient to cope with the scale or duration of an emergency to identify and acquire any additional resources required.
- To ensure that sufficient capacity exists within IMT to oversee the sustaining of operations over a 24 hour period.
- To establish any appropriate longer term business continuity arrangements to assist with the recovery phase after an incident

- To secure the cooperation of other people internal or external outside of IMT who can assist with management and recovery
- To provide comprehensive leadership and to ensure that an accurate log is kept of all actions during an incident with an associated summary report, detailing actions taken and the rationale for any decisions made
- To declare 'stand down' from an incident and to direct the appropriate recovery processes, debriefs and return to normal operations

IMT members have authority to take all steps necessary to control and manage an Incident. These steps may include but are not limited to:

- Taking control of Security staff & Incident Officers
- Establishing an Incident Control Point (ICP)
- Commandeering other accommodation as necessary
- Closing buildings, parts of buildings or surrounding areas
- Prohibiting specified activities
- Controlling traffic
- Requiring assistance from staff, compatible with staff capabilities
- Introducing control measures and remedial action as required

Decisions will be commensurate with risk but should err on the side of safety. IMT members act with the authority of the Principal and will not delay in taking appropriate action as speed may be of the essence. This will be achieved through clear and unambiguous communications with wider University community.

IMT Callout

It must not be assumed that IMT members are 'on call' on a 24/7 basis but this will not prevent them being contacted at any time when this is justified by Security Control in response to an emergency escalation procedure.

Call out of the IMT will be initiated by Security Control who in the first instance will contact both the Assistant Director Estates and Facilities (Residential Services), the Head of Security and Emergency Planning or the Security Operations Manager. They will then make an immediate assessment of the situation and will decide whether to invoke an IMT Call Out. This will be escalated to the Director of Estates and Facilities (or Deputy) and then to the Chief Operating Officer (or Deputy) who on agreement to IMT callout will contact the designated Strategic Level Leaders and agree what action needs to be taken.

Any member of the IMT who is physically called out to the site of an incident will normally report in the first instance to the Security Control Room where they will receive equipment, clothing and an initial assessment/update of the situation and what is known at that point to be required. From first notification of an emergency the IMT will nominate someone to maintain a timed log of actions taken, instructions issued, persons contacted, etc.

Numbers Plus

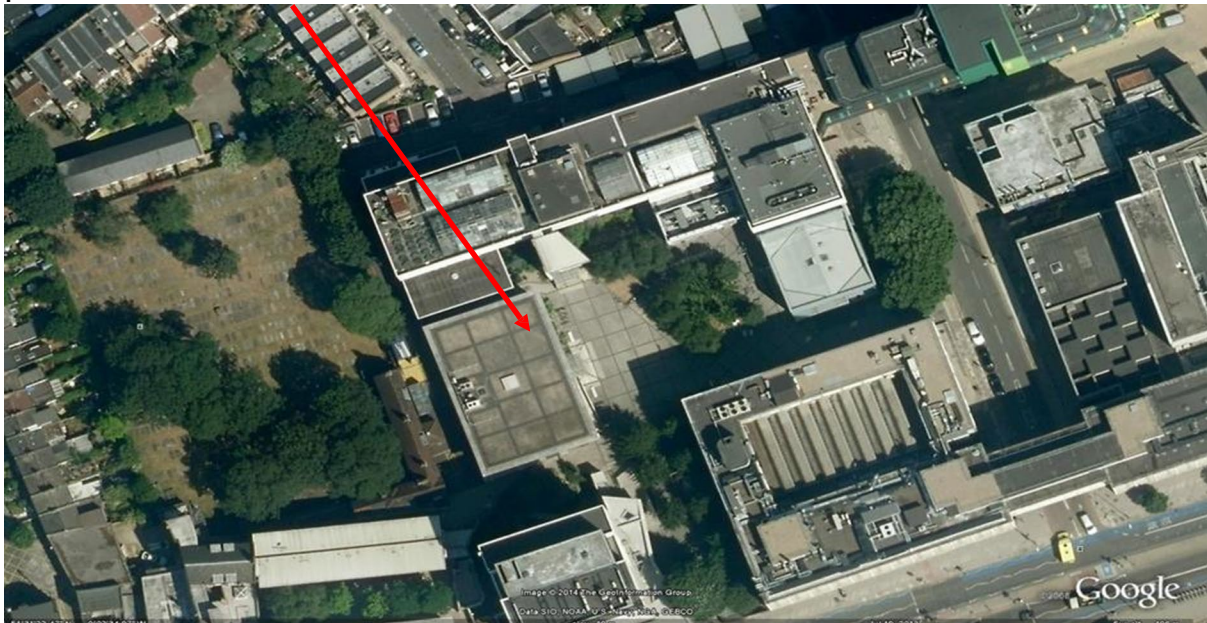
Inbound call handling service used to initially alert key members of staff to an on-going major incident by way of a text alert.

Incident Room(s)

Incident Rooms in key locations have been designated and the location chosen for use will be available from Security Control. The IMT has authority to requisition alternative or additional rooms for emergency purposes as may be justified or necessary.

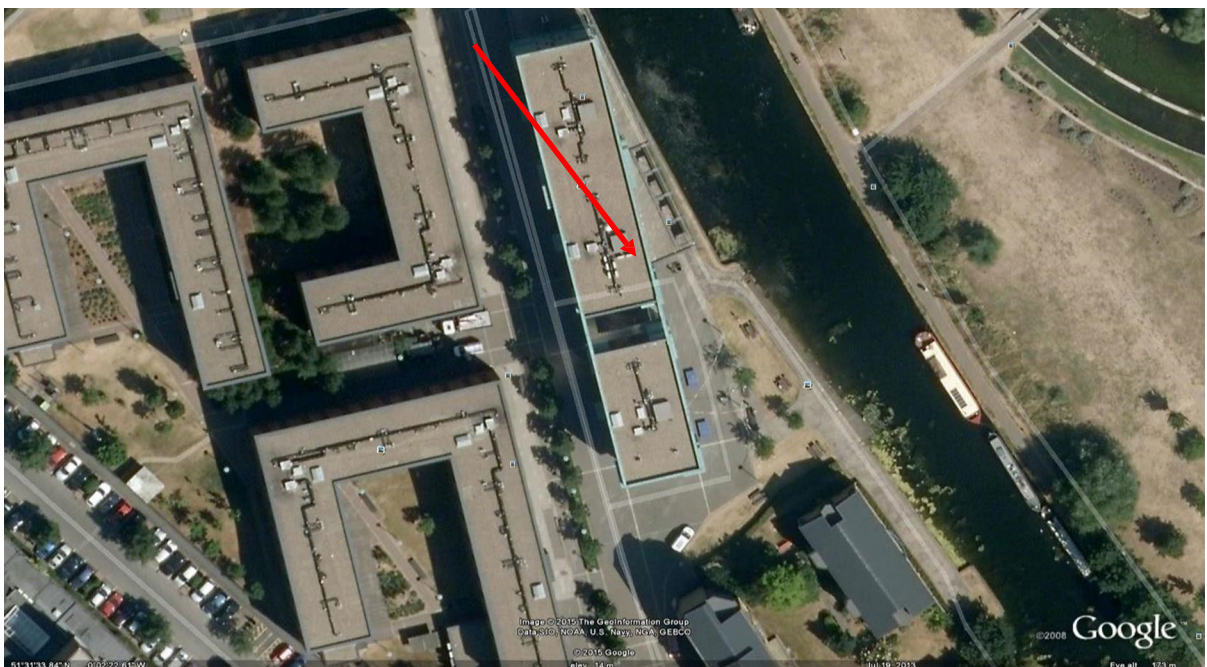
Mile End Incident Room 1

Is located in Office 2, 1st Floor, ITL Building at the Bancroft Road end of the Mile End Campus



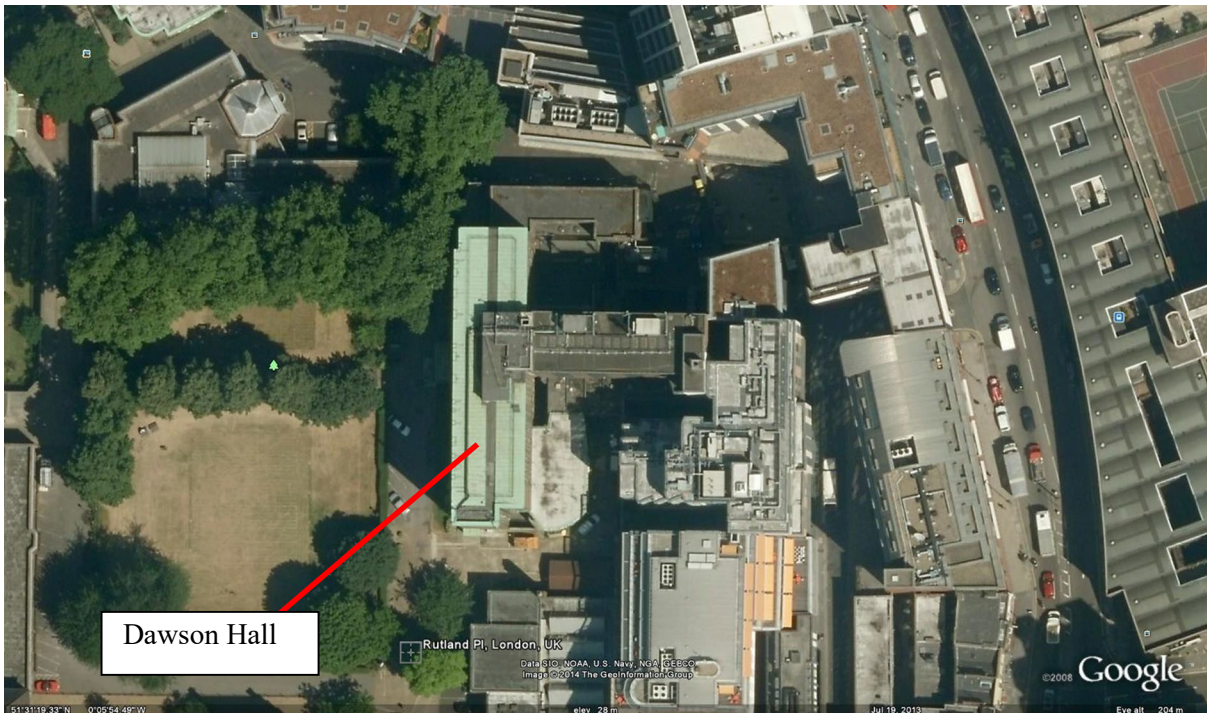
Mile End Incident Room 2

Is located in the Canalside IT Facility, Ground floor, in France House, Mile End campus.



Charterhouse Square Campus Incident Room

Is located in the Maintenance Office & Meeting Room, Basement, and Dawson Hall.



Whitechapel Campus Incident Room

Is located in Laird Hall, Floyer House, Ashfield Street, E1 3EX



Equipment List:

Each room should be provided with equipment as listed below:

- Large-screen TV with Sky and other News service channels
- Direct-dial telephones (not via the College system) x 4/5
- WiFi/Broadband (not dependent on the College infrastructure)
- Networked PCs and/or laptops with docking stations/screens, with the option of switching these onto the independent broadband router
- Networked printer, with a local cable (in case of network issues)
- Sufficient stationery, spare consumables, etc.

Incident boxes if unable to be located within incident rooms, are located in relevant campus security control rooms.

If necessary, it may be possible to obtain serviced office accommodation nearby from one of several commercial providers, for instance:

- Instant Offices 0800 368 0402
- Regus 0800 756 2558
- Flexi Offices 0800 197 1127

Alternatively, it may be possible to liaise with Tower Hamlets (see Appendix H), who may be in a position to assist with short term needs.

Record Drawings, floor plans and site plans

Current key record drawings should be available on line with the hard copies also kept available for collection from Security Services.

IMT Support Staff

There will be persons who whilst they are not part of the Incident Management Team will provide invaluable support from the point of view of staff and student welfare and also some experience of working in emergency situations. These persons might include as follows:

Counselling Services
Insurance Manager
Information Access Officer / Data Manager
Medical Support
Students Union
Chaplaincy

First Aiders

Whilst security staff may themselves be first aid trained they will have information regarding other qualified first aiders at the University who may be called upon if required. A central list of these is kept up to date by the Occupational Health and Safety Directorate.

Critical Messages

Messaging facility

The persons authorised to broadcast critical messages via Marketing and Communications are:

- Chief Operating Officer
- Director of Marketing and Communications
- Director of Estates & Facilities
- Director of HR
- Assistant Director Estates & Facilities (Residential Services)

Tests and Exercises

It is the responsibility of the IMT to test and review emergency plans regularly and to exercise its response to them. The existence of a plan in itself is insufficient to ensure an effective response to emergencies. It is generally estimated that 28% of a plan will be out of date within 3 months.

The IMP must be kept under constant review and regular training exercise must be carried out with IMT responders to ensure that the plans work, that responders know what action to take and can demonstrate their ability to do so. Training exercises may take the form of:

- Seminar – also known as workshops or discussion based exercises
- Table Top – also known as floor plan exercises
- Control Post – also known as training without troops or paper feed exercises
- Live – also known as operational, field or practical exercises

SECTION 3: Generic Emergency Incident Checklist

General Guidance

Listed below is a table showing key actions and general guidance as a generic incident response checklist. Not all of it will be applicable and there will doubtless be actions required in an emergency not specifically listed. The table lists the most important and obvious points however.

The key principles that underpin the QMUL approach to emergency response are to put the preservation of life ahead of everything else and to communicate well with all who are involved.

	Action	M – Mandatory A – Advised O –
1	In all cases, the health, safety and welfare of staff, students and visitors is the first priority.	M
2	Obtain up to date brief from immediate responders. On receipt of any information concerning University students or staff involving a serious health related issue, immediately inform HR or Safety Services as appropriate	M
3	Decide whether full IMT meeting is appropriate or whether the situation can be managed without this having made an initial assessment of the scale and impact	A
4	Brief senior people as they arrive. Try to ascertain the circumstances of the incident or the sequence of events.	M
5	Assess situation (Scale, Duration, and Impact). Call in members of IMT and other advisers as required. Use Contacts List from IMP Section 23 Table 1	A
6	Assign a Log Keeper to record discussions, decisions and actions. Do not discuss the event with anyone except with the proper University authorities e.g. senior members of the IMT	M
7	Liaise as necessary with the emergency services, insurers, safety officers, LBTH local authority officers and other relevant agencies. Follow all instruction by emergency services	M
8	Refer to specific emergency response procedures found in relevant section of IMP	M
9	If a potential diagnosis of a notifiable disease, communicate immediately to the IMT. liaise with HPA, local Public Health Authority and Occupational Health to issue written or verbal advice to the University Community	M
10	Discuss and decide aim of IMT, immediate actions and immediate priorities. Allocate tasks to IMT members and others with timescales as appropriate	A
11	IMT members and Security to decide on immediate actions and actions required in the next 24 hours	A
12	Do not leave a casualty on his/her own, enter a dangerous or unstable area or take personal risks. Do not enter a confined space where a person is unconscious or handle a contaminated person. Do not move a casualty unless there is an immediate danger to them.	M

13	Evacuate buildings or areas if necessary and set up perimeter cordons as required. Preserve scenes and evidence. Consider what actions need to be taken to make the area safe or stable and to maintain perimeter control. Arrange for assessment and damage control. Instruct on no go areas and access limitations for persons wishing to retrieve personal belongings	A
14	Identify usable and unusable areas. Instruct on access to damaged zones to retrieve University assets. Decide on location of suitable alternative premises and ensure security and safety	A
15	Arrange venues for staff and student briefings. Prepare handouts for circulation on temporary arrangements. Send out global emails and prepare critical announcements through available means	A
16	Call all other utility service providers as required. Put on standby companies that may be required later. Arrange for installation and service of temporary mobile sanitation facilities	A
17	Prepare list of equipment needs. Place orders for any PC or other equipment. Provide site plans and mark up restricted areas	A
18	Salvage undamaged PCs and re-configure at new location Restore back-up files to users	A
19	Residential Accommodation – allocate space to students on the basis of need; assess the possibility of sending home UK based students if necessary	A
20	Ascertain if possible the location that any casualties are taken to. Ensure that the emergency services are provided with next of kin details. Arrange for pastoral care for witnesses or any others involved as appropriate	A
21	In case of suicide or other fatality liaise with the emergency services, hospital and Coroner's Office. Arrange counselling or Chaplaincy services for other students or staff as required	A
22	Line managers will need to be made aware of any casualties from within their area. Be sensitive and maintain confidentiality when speaking to work colleagues	A
23	Ensure the Safety Office, Press Office, Line Managers, Halls Managers, Chaplaincy etc. are kept fully up to date	A
24	Utilise on site safety/emergency equipment/PPE as required. Contact Security or the Safety Office for guidance.	A
25	If staff/students have been evacuated from a building consider where they may be sent to for shelter, pastoral care or to wait for further instructions	A
26	If students are involved ensure liaison with Student support and welfare services	M
27	Consider calling in other assistance as required from Schools, Admin Departments and Support Services	O
28	Advise insurers of situation and arrange use of corporate credit cards for emergency purchases	A
29	Establish a telephone line for information. Brief operators thoroughly, provide scripts and advertise information line number. If necessary work out how people may get further information via information lines or by website. Brief others on how to respond to queries or where to direct people	A

30	Do NOT respond to initial enquiries from the Press or parents/friends. Refer these to the Press Office, Student Services or HR. Be sensitive.	M
31	Establish internal communications and arrange briefings and publication of information to the university community	A
32	Arrange Media updates and Press statements	A
33	Consider staffing levels and how breaks or replacements will be arranged if incident exceeds 8 hours	A
34	Consider logistical support: Catering; travel; parking; washing facilities; overnight arrangements; waste disposal; borrowed items inventory	O
35	Provide forms for Finance to collate personal losses for insurance. Arrange for cash withdrawal to meet immediate needs. Set up student's hardship fund if necessary	A
36	Close down after the emergency. Ensure people can get home, return all items and prepare for debrief and report. Thank everyone who assisted!	M
37	Ensure that support is provided after the event as required for staff and others who have been involved in the trauma and strain of managing a response to an incident.	M

SECTION 4: Emergency Services at Major Incidents

Police

The primary areas of police responsibility and priority at a major incident are:

- The saving of life in conjunction with the other emergency services
- The co-ordination of the emergency services, local authorities, media and other organisations acting in support at the scene of the incident
- The investigation of the incident and obtaining and securing of evidence in conjunction with other investigative bodies where applicable
- The collation and dissemination of casualty information
- The identification of the dead on behalf of HM Coroner
- Short-term measures to restore normality after all necessary actions have been taken
- To secure, protect and preserve the scene, and to control sightseers and traffic through the use of traffic control and cordons:

Inner Cordon – In conjunction with the fire service, provides immediate security of the rescue zone and potential crime scene

Outer Cordon – Seals off an extensive controlled area surrounding the rescue zone. All access and exit points will be controlled and persons requesting access vetted. The control/command vehicles of the emergency services must be positioned between the inner and outer cordons

Traffic Control – Deployed at, or beyond the outer cordon preventing vehicular access to the area surrounding the scene

Fire and Rescue Service

The primary areas of fire service responsibility at a major incident are:-

- In the event of a major fire to assume control of the incident
- Rescue of trapped casualties
- Prevention of further escalation of the incident, by tackling fires, dealing with released chemicals and other hazardous situations
- The gathering of information and hazard assessment to give to the police on the need to evacuate members of the public
- Liaison with the police regarding the establishment of an inner cordon and subsequent control of that inner cordon
- The safety of all personnel involved in rescue work. This includes ensuring that all non-fire service personnel entering the inner cordon conform to fire service safety procedures and in particular the use of the evacuation system and nominal roll procedures

- Consideration of the effect and actions to minimise any dangers to the environment
- Liaison with the Medical Incident Officer, the Ambulance Service and other medical services
- In conjunction with the police participation in investigations and preparation of reports with supporting evidence for subsequent inquiries
- Standing by during non-emergency, recovery phase as appropriate

London Ambulance Service

The primary areas of responsibility of the ambulance service at a major incident may be summarised as follows:

- To save life in conjunction with the other emergency services
- To extricate, stabilise and care for those injured, at the scene
- To provide sufficient ambulances, medical staff, equipment and resources
- To establish effective triage points and systems, and determine the priority evacuation needs of those injured
- To provide a focal point at the incident for all NHS and other medical resources
- To provide communication facilities for NHS resources at the scene, with direct radio links to hospitals, Emergency Operations Centre and any other agency as required
- To nominate and alert the receiving hospitals from the Regional Health Authority's list of hospitals to receive those injured, and to supply an Ambulance Liaison Officer
- To provide transport to the incident scene for the Medical Incident Officer, mobile medical/surgical teams and their equipment
- To arrange the most appropriate means of transporting those injured to the receiving and supporting hospitals
- To maintain emergency cover throughout the London Ambulance Service area, and return to a state of normality at the earliest time

Local Authority

Local Authorities play a pivotal role in the event of any major incident, with access to an array of specialist services and support. The London Boroughs (Tower Hamlets and Islington), in common with other local authorities recognise that they have an important supporting role in the event of a major emergency. Both councils have specialist departments that may be contacted as follows:

- For Mile End and Whitechapel - emergency.planning@towerhamlets.gov.uk or by telephone on 020 7364 4181 or out of hours on 020 7364 7070
- For Charterhouse Square - emergency.planning@islington.gov.uk or by telephone on 020 7527 2000
- For Lincolns Inn Fields - emergency.planning@camden.gov.uk or by telephone in office hours on 020 7974 5643 or out of hours on 020 7994 4444

MTPAS

The purpose of MTPAS (Mobile Telephone Privileged Access Scheme) is to restrict civilian access to mobile phone networks during emergencies. The Emergency Management Team should therefore be aware that in the event of a major emergency it may not be possible to use mobile phones within certain vicinities.

Transport for London

Availability of and access to public transport during any emergency is an important consideration. The following content is a useful source of information

www.tfl.gov.uk

London Underground Control Centre:	020 7918 7300
Buses, dial-a-ride and river services:	0344 251 0160
Traffic Management:	020 .054 3099
Docklands Light Railway Control Room:	020 7363 9951
London River Service:	07901 517 116
London Overground Service:	020 3031 9281

TFL Borough Resilience Forum Representatives:

Tower Hamlets: Peter Orchard	07796 995 738
Islington: Steve Whitaker	07828 022 863
Camden: Steve Whitaker	07828 022 863

Threat/Response Level

What are response levels?

Response levels provide a broad indication of the protective security measures that should be applied at any particular moment. They are set by security practitioners in Government and in some Critical National Infrastructure sectors. They are informed by the threat level but also take into account specific assessments of vulnerability and risk.

Response levels tend to relate to sites, whereas threat levels usually relate to broad areas of activity.

Within response levels, there is a variety of security measures that can be applied as appropriate - the response level will not produce the same measures at every location. Many of the measures will not be obvious or visible to the public.

There are three levels of response which broadly equate to threat levels as shown below:

Response level	Description	Related threat levels
Normal	Routine protective security measures appropriate to the business concerned	Low and Moderate
Heightened	Additional and sustainable protective security measures reflecting the broad nature of the threat combined with specific business and geographical vulnerabilities and judgements on acceptable risk	Substantial and Severe
Exceptional	Maximum protective security measures to meet specific threats and to minimise vulnerability and risk	Critical

The security measures taken to protect people and Critical National Infrastructure will not normally be announced publicly, to avoid informing terrorists about what we know and what we are doing about it. Because response levels are the result of detailed assessments of risk to specific elements of the Critical National Infrastructure, changes in the national threat level will not necessarily produce changes to the sector-specific response levels.

Bomb Threats & Suspect Packages Procedures

In line with accepted concerns the University has compiled procedures and guidelines that are available on line and in hard copy as follows:

- A **Bomb Threat Procedure** for the use and reference of all University staff is available – see Appendix A on this document

This document contains general advice and support for everyone and its contents are not restricted.

This document contains detailed advice and support primarily focussed on the needs of those involved in the management of incidents.

The following HOT procedure should be adhered to.

HOT

If you discover (or are called to) an unattended item or an object that appears out of place, consider the following HOT characteristics when attempting to confirm its status:

H Has the item been **hidden**? Has any attempt been made to conceal it from view or place it where accidental discovery is unlikely? *Innocent items are not usually hidden deliberately. Explosive devices, because of the consequences of the device being found before it functions, are not usually left in the open.*

O Is the item **obviously** suspicious? Does it look like a bomb? (Does it have wiring; circuitry; a power supply or something that may be explosives attached to it? Has it been found after a suspicious event?) *Does it look like any of the items you have seen during training or security briefings?*

T Is the item **typical**? Of what you might reasonably expect to find in the given location? *For example, lost property is often found in locations where people congregate or wait before moving to a new location*

Immediate Response

The immediate response with any incident involving bomb threats or suspect packages, devices or vehicles is to telephone the Security Control Room Emergency Number which is 020 7882 3333. Do not under any circumstances handle any device and follow the guidelines and procedures in the referred documents above.

SECTION 6: Counter Terrorism

Current UK Threat Level

It remains the Government's policy to issue warnings when the public can take action in response to a specific or credible terrorist threat. Given the threat picture, you should always remain alert to the danger and report any suspicious activity to the police on the Anti-terrorist hotline: **0800 789 321**

Principles for Emergency Information

Public safety is our absolute priority in all decisions about public information or warnings. If a warning is ever necessary to protect public safety in the face of a specific and credible threat, the emergency services will issue one without hesitation, and will provide any further information that will help us to respond effectively.

However, there is no such thing as a 'standard' terrorist threat or major incident, and therefore no such thing as a standard response. The response to any incident, including chemical or biological incidents, accidental or otherwise, would depend on a number of factors – for example, what the danger is, who is affected by it, and how best to contain the incident. Trained personnel from the emergency services are best placed to decide the appropriate response on the ground.

To give detailed advice in advance about how to handle every potential threat would be misleading and unhelpful. Worse, it could lead to confusion in an actual incident. The advice given for one type of situation might be wrong in different circumstances. The emergency services will provide immediate information and advice in the event of a discernible threat or a specific incident. If you are at the scene, follow the instructions of the emergency services.

QMUL Security Services will periodically check the following websites and brief IMT members regarding updated advice currently being provided:

- www.mi5.gov.uk which gives current advice on the UK Threat Level
- www.homeoffice.gov.uk/counter-terrorism
- www.met.police.uk
- The National Counter Terrorism Security Office at www.nactso.gov.uk
- The National Extremism Tactical Coordination Unit at www.netcu.org.uk
- The Centre for Protection of the National Infrastructure at www.cpni.gov.uk

Simple Preventative Steps

- Terrorism is a crime like any other, so follow the same precautions you normally take to avoid being the victim of a crime.
- Continue to go about your day-to-day business in the normal way, but remain alert and vigilant. Keep alert for suspicious bags, packages or vehicles, or people acting suspiciously.
- Trust your instincts; if you feel something is wrong, ring the police.
- If you have information about possible bomb threats or other immediate threats, call **999**.

- If you have tip-offs or confidential information about possible terrorist activity, call the police anti-terrorist hotline: **0800 789 321**.
- Many terrorists seek other identities to protect themselves. Don't help them by leaving important identification documents such as passports and driving licences vulnerable to theft.
- Terrorists need money to finance their operations. Take care of your credit cards and other financial records. Do not donate or contribute to a collection if you are unsure where the money is going.

Know Your Environment

Know who and what you expect to see each day within your neighbourhood and your workplace. Is there anything out of place? Is there anything there that is not usually there? Is your workplace as you left it? In any type of emergency, you could lose access to power, water, telephones, and roads. Have the phone numbers of your local police, council, utility companies handy in one place. Make sure you know where the main switches for electricity, water and gas are located, as you may need to turn them off in an emergency.

Government Contingency Plans

The Government currently has contingency plans in operation in the event of a major crisis requiring evacuation from parts of London (see Section 20). This plan effectively means that QMUL could be used as an emergency centre for the accommodation and care of large numbers of evacuees.



SECTION 7: Spare

SECTION 8: Firearms Protocol

1.0 Purpose

The purpose of this Firearms Protocol is to ensure that in the unlikely event of a firearms incident on any QMUL Campus there is a co-ordinated response between the University and the Metropolitan Police Service (MPS) to maximise the likelihood of a safe and successful outcome.

2.0 Definition

'Firearm' includes any air pistol or rifle or any replica or imitation gun (including lifelike toys) whether capable of being discharged or not.

3.0 Overriding Priority and Primacy

The overriding priority in the event of a firearms incident is the preservation of life, prevention of injury or a firearms discharge. Primacy of all operations with regard to firearms incidents lies firmly with MPS.

4.1 Risk Assessment

The current risk of a firearms incident occurring at the University is assessed as very low. It is not however an event that can be thought of as impossible and the risk is still sufficient that preparations should be made.

5.0 Protocol

It is not possible to outline precise action to be taken in the event of a firearms incident since the scenarios are many and varied. There are, however, prevailing considerations and examples of good practice that will apply in most cases.

The following list of actions will apply unless a different course is dictated by the police or other proper authority that has assumed proper control of a particular incident:

- 5.1 In any circumstances where it is reported that a firearm is seen, threatened or used an immediate 999 call to the police must be made. As much detail as possible must be available for the police.
- 5.2 Security must escalate the report immediately to the Assistant Director Estates and Facilities (Residential Services) or if he is unobtainable the Director of Estates and Facilities. If both are unobtainable, Security must contact a University officer of Director level.
- 5.3 The senior University officer designated as Incident Commander prior to police assumption of control is the Assistant Director Estates and Facilities (Residential Services) or his nominee.
- 5.4 Given due regard to where the incident is occurring, access for the police must, as far as possible, be arranged such that their entry is out of line of site of the incident.
- 5.5 Immediate consideration must be given to the establishment and offer of a police rendezvous point (RVP) and to an Incident Control Point (ICP). It is not possible in this protocol to dictate where this would be, as it must be out of line

of site of the incident. Incident teams must have the authority to requisition an area if this is necessary

- 5.6 As far as circumstances allow, the immediate area in which the firearms incident is occurring, or any areas likely to be affected by it must be evacuated and a cordon set up at a safe distance in order to try to facilitate a sterile area surrounding what is going on.
- 5.7 It must be borne in mind that a police firearms unit may take up to 20 minutes to arrive from initial reporting. Because of this, evacuation or invacuation, cordon and containment are of the utmost priority and are more likely than not to be, in the first instance, the responsibility of the University.
- 5.8 In circumstances where a firearms perpetrator is 'on the move' surveillance using CCTV or visual observation from a safe distance will be required. **Under no circumstances should security staff or university personnel approach a person suspected of being in possession of a firearm.**
- 5.9 Information in the form of maps, recorded observations and any information on the perpetrator or victims (if known) must be made available immediately to the police. Suitable and safe observation areas should be identified to them.

6.0 Emergency Services

- 6.1 Once the police have assumed presence and control, university staff will act as they may be requested to do to support and assist them in line with their specific instructions.
- 6.2 All post-event activities will fall under the authority of Head of Security and Emergency Planning or his nominated deputy, who will decide upon all relevant actions pertaining to the appropriate conclusion of the incident.

This protocol is by necessity fluid. In all cases of firearms incidents the overriding consideration is the preservation of life and the primacy of police action.

Firearms and Weapons Attacks

In the event of a firearms incident it is common human nature for people to be drawn towards the sound of gunfire, assuming it maybe fireworks or some other similar occurrence. In order for individuals to minimise their personal risk it is recommended that the 'Stay Safe' principles of '**RUN, HIDE & TELL**' should be adopted.

RUN

- Escape if you can
- Consider the safest options / routes – get into the habit of thinking safety when entering any building and be aware of possible exit routes.
- If there is no safe route consider safe and secure areas to hide
- Do not expose yourself to unnecessary risk and danger
- Insist other leave with you
- Leave all personal belongings behind. They may slow your escape.

HIDE

- If you can't run, HIDE
- Find hard cover from gunfire
- If you can see the attacker they are likely to be able to see you
- Cover from view does not equate necessarily to safe cover
- Be aware of your exits
- Try not to get trapped
- Remain quiet and silence mobile phones
- Lock barricade yourself in
- Move away from doors and windows

TELL

Call 999 – Provide following information to police

- **Location: Where are suspect(s)**
- **Direction of Travel: Where are they heading & where did you last see them**
- **Descriptions: Physical, numbers of attackers, clothing, weapon type**
- **Further information: Casualties, type of injuries, building information (name, location, access/egress, your location, your numbers, hostages.**
- **Have you secured your location/building**
- **Can others be stopped from entering and are attacker(s) within**

Hard Cover

- Substantial brickwork (not plasterboard)
- Vehicles (behind engine block)
- Base of substantial tree
- Solid ground

When confronted with Armed Police Officers

- Follow their instructions
- Remain calm
- Avoid sudden movements
- Keep your hands visible

Officers may

- Point guns at you
- Treat you firmly
- Question you
- Initially, be unable to distinguish who any attacker may be
- Evacuate you when safe to do so

SECTION 9: Infectious Diseases

National Alert Levels

The primary aim of this plan is to provide a framework for coordinating the University's response to any widespread infectious or notifiable disease or other biological agents and reducing the impact on health of residents, staff and students.

The UK has a standard national alert level system for infectious pandemic diseases:

UK Alert Level 0	Green Phase	No Pandemic Risk anywhere in the world
UK Alert Level 1	Amber Phase 1	Pandemic Risk only outside the UK
UK Alert Level 2	Amber Phase 2	Virus isolated in the UK
UK Alert Level 3	Red Phase 1	Outbreak(s) in the UK
UK Alert Level 4	Red Phase 2	Widespread infection across the UK

Definition of an Infectious Agents or 'Notifiable' Disease

A notifiable disease is:

- Any serious infectious disease of humans, caused by a bacterium or a virus that occurs naturally and spreads rapidly, causing widespread disruption in business activities.
- Any infectious agent or toxins that could in theory be engineered for deliberate use causing widespread disease.
- One for which regular, frequent, and timely information regarding individual cases is considered necessary for the prevention and control of the disease.

Notification of a number of specified infectious diseases is required under the Public Health (Infectious Diseases) 1988 Act and the Public Health (Control of Diseases) 1988 Act. The prime purpose of the notifications system is speed in detecting possible outbreaks and epidemics. The attending medical practitioner has the responsibility to report the case to the appropriate officers, who will in turn inform the University as necessary.

Diseases such as Diphtheria, Smallpox, Typhoid, Measles and Tuberculosis (TB) are among of about 30 illnesses that have to be reported. The full list of the notifiable diseases can be found at the website of the [Public Health England \(PHE\)](https://www.gov.uk/government/organisations/public-health-england) <https://www.gov.uk/government/organisations/public-health-england>

Procedure

This procedure is to be followed in the event of an outbreak of an infectious disease caused by any natural or manmade agent to safeguard the safety and security of all staff and students.

The Infectious Disease Working Group (IDWG) has the Principal's authority to act for the University in the event of an outbreak of an infectious disease like pandemic flu or any other infectious agent. They shall direct the University's response until relieved by a more appropriate authority or person, or until such time as the alert state is closed.

The main function of the Working Group is to assemble as soon as an alert is received to discuss the situation, gather information and provide advice to the University. The working group will also be responsible for disseminating information and co-ordinating activities and interacting with the emergency services and the officers from PHE.

Members of should IDWG include:

Director of Student Services
Director of Marketing and Communications
Director of Occupational Health & Safety
Occupational Health Manager
Assistant Director Estates and Facilities (Residential Services)
PHE Representative
Head of Security and Emergency Planning

Notification and Initial Response

The initial response depends on the specific nature of the infectious agent and the advice from the International and Government agencies. During the initial alert stage of a disease the officers will assemble at the first opportunity to establish the following points:

- Consider the level of alert
- Examine the information provided by the World Health Organisation (WHO) Public Health England and other Government agencies
- Liaise with other emergency services and agencies as appropriate
- Identify staff and students at greater risk
- Establish communication links with staff and students
- Brief PR
- Establish what other immediate action needs to be taken on site

The members of IDWG have authority to take all steps necessary to minimise spread of infection. These steps may include:

- Reviewing the alert stage and arranging meetings as necessary
- Liaising with all government agencies and the Primary Care Trust (PCT)
- Establishing an Incident Control Point
- Informing staff and students, arranging briefing meetings as necessary
- Suspending activities
- Issuing policies and guidance on absence management
- Requiring assistance from staff
- Continuing to introduce control measures and remedial action
- Reallocating accommodation as necessary
- Keeping Senior Management informed

In the case of a deliberate release of infectious agents speed may be of the essence. The IDWG and Incident Officers will seek to consult as necessary with those who have relevant expertise or local knowledge and will be guided by the Emergency Services.

Pandemic Influenza

Influenza is a respiratory disease caused by influenza viruses. Flu viruses' change constantly and sometimes new strains emerge that are mixture of human and animal viruses. Because they are new, many individuals have no resistance to these viruses, and they can spread rapidly through the population. Some strains may also cause severe illness or even death.

Human-to-human transmission can occur through coughing or sneezing of people infected with the influenza virus. People may become infected by touching something with flu viruses on it and then touching their mouth or nose. People with influenza should be considered potentially contagious as long as they are symptomatic and possibly for up to 7 days following illness onset.

During a pandemic influenza outbreak anyone who has flu like symptoms and is concerned that they may have been infected should speak to their GP, who will decide on the appropriate treatment. Flu should be reported to the line manager using the normal sickness reporting procedure. The university has a dedicated website for information relating to Infectious Diseases.

In any cases it is important that staff and students STAY AT HOME to help stop the spread of a flu virus.

Students in halls should notify residence staff of any suspected illnesses by mailing residential-support@gmul.ac.uk telephone 020 7882 5064.

Persons worried in any way about their health can call the NHS Direct service on 0845 46 47, 111 or visit www.nhsdirect.nhs.uk

Meningococcal Disease

Meningococcal disease describes infections caused by the bacterium *Meningococcus*. It carries a high mortality rate if untreated. Whilst best known as a cause of [meningitis](#), widespread blood infection ([sepsis](#)) is more damaging and dangerous. Meningitis and [Meningococccemia](#) are major causes of illness, death, and disability worldwide. The incidence of endemic meningococcal disease during the last 13 years ranges from 1 to 5 per 100,000 in developed countries and from 10 to 25 per 100,000 in developing countries.

Meningococcal disease causes life-threatening meningitis and sepsis conditions. In the case of meningitis, bacteria attack the lining between the brain and skull called the [meninges](#). Infected fluid from the meninges then passes into the [spinal cord](#), causing symptoms including stiff neck, [fever](#) and [rashes](#). The meninges (and sometimes the brain itself) begin to swell, which affects the [central nervous system](#).

The bacteria are transmitted from one person to another through respiratory droplets and require prolonged close contact, eg. With household members and partners. The incubation period is 2 – 12 days and 7 days are normally taken to decide if preventive action is required.

Patients suffering from meningococcal disease are treated with [antibiotics](#). Close contacts of the sufferer are also advised to take antibiotics

The patient with meningococcal meningitis typically suffers high fever, stiff neck, severe headache, vomiting, red or purple spots or discolouration of the skin, photophobia (aversion to light), chills, altered mental status or seizures. Diarrhoea or respiratory symptoms are less common. Anyone with symptoms of meningococcal meningitis should receive intravenous antibiotics immediately, as delay in treatment worsens the prognosis.

If a person is admitted with a probable diagnosis of meningococcal disease it is the responsibility of the attending doctor to notify the case to the Consultant in Communicable Disease Control (CCDC) or to the on call public health doctor out of hours. During hours the CCDC will alert the Director of Occupational Health and Safety.

SECTION 10: Fatalities or Critical Injuries

Accidents and Medical Emergencies

The following is offered as a more general guide in the event of accidents or medical emergencies:

- Summon help using the QMUL Emergency Number on Ext **3333** or **020 7882 3333** if dialling externally. Due to the difficulties experienced by emergency services in finding the scene of an incident on campus properties they should only be contacted directly if for some reason the QMUL Emergency Number is unavailable. If it is necessary to dial direct for the above reason the usual **999** (**9-999** if dialling internally) should be called.
- Do not put yourself at any risk whilst attending to a casualty. Casualties who may be in confined or dangerous places, attached to live electrical equipment or in contact with noxious substances should be risk assessed and if necessary left to the emergency services.
- If someone is injured carry out on the spot first aid or get help from your nearest first aider but do not move the injured person unnecessarily. The location of qualified first aiders is given on notices found throughout the University or by calling Security Control on Ext 3333.
- All accidents requiring first aid, no matter how trivial they may seem, and incidents not involving injury i.e. near misses, must be reported to the Occupational Health and Safety Directorate through the relevant Head of Department.
- All accidents must be reported to the Occupational Health and Safety Directorate either by completing the form available online at <http://qm-web.ohsd.qmul.ac.uk/documents/1/64330.pdf> and mailing it to the following address:

Occupational Health and Safety Directorate
Queen Mary, University of London
Mile End Road
London, E1 4NS

Alternately the form may be emailed to: hs-helpdesk@qmul.ac.uk

- Staff may additionally contact their nominated trade union or staff representative who may investigate the occurrence on their behalf.
- First aid boxes and notices with the names and location of persons qualified to give first aid are located throughout the University. Find out the location of the first aiders in your usual work area and where first aid boxes are situated.

Guidelines for Responding to Student Death

Introduction

In the tragic event that a student of the University dies, it is important that guidelines are in place and understood by key personnel to ensure an appropriate and lawful response. This document is designed to provide advice relating to the necessary immediate response of individuals hearing the news of a student death as well as guidance relating to who else should be contacted within the University for the matter to be properly handled.

The degree of involvement by the University in responding to the death of a student will depend on both the manner and location of the event. Actions may vary therefore on a case by case basis but the general principles and processes highlighted in these guidelines will still be relevant.

1. Discovery of a death on Campus

1.1 A death, unless it is of a patient within a hospital, must always be notified without delay to the Police in the first instance. If a death occurs on campus, University Security should be alerted immediately on the QMUL Emergency Number on extension **3333**.

1.2 If a body is discovered, first aid possibilities should be the first option to be considered. When first aid is no longer possible the area in which the body has been found should be secured as a potential scene of crime. It is important to remember anything that may have necessarily been moved or disturbed when trying render first aid. No access other than for medical staff should be allowed to the area or any items disturbed until Police clearance has been given to the contrary.

1.3 In order to prevent morbid groups of interested parties becoming a nuisance a cordon should be maintained around the area of the scene to sustain privacy and prevent photography etc.

1.4 The Police will arrange for the body to be removed, and for any necessary post mortem to be undertaken.

1.5 University Security will ensure that the Head of Security and Emergency Planning as well as the University Co-Ordinating Group is contacted. (See Annex A)

Under no circumstances whatever should information regarding a death be communicated to next of kin, the media or any other unauthorised third party unless this has been cleared by the Police or the Coroner's Office. Even when such clearance has been given, care must be taken regarding the language used with such sensitive issues as possible suicides that may ultimately be shown not to be. The cause of a death may only be ruled upon by a Coroner.

- 1.6 In the event that there are witnesses whom the Police may wish to interview, they should be taken to a private area removed from the immediate scene as soon as possible, and provided with appropriate comforts.
- 1.7 The Police or Hospital will, in most cases, make arrangements for the next of kin to be informed. The University should prepare to assist in this process by making available any data from student records that may be of use.
- 1.8 Whilst news and knowledge of the death of a student may become known to a portion of the University community, it is important in the early stages to adopt the principles of 'need to know', and 'need to support' as may be required.
- 1.9 The Communications team and Security should take reasonable steps to monitor social media and gather information being passed in relation to what is going on. Such intelligence will enable rumours to be quelled and responded to as may be required to provide advice and facts using official University social media.

2. Death of a Student that has occurred off Campus

- 2.1 Notification of the death of a student off campus may be received by any member of staff or student within the University. It is important that this information is notified to a member of the University Co-Ordinating Group at the earliest opportunity. Notification out of hours should be done through University Security on 020 7882 5000 or by email on mile-end-security@qmul.ac.uk
- 2.2 It is important that, in the event of a student death off campus, that all information is verified and validated with agencies that may be relied upon as much as possible before notifications or other actions are carried out.
- 2.3 If the student is on a field trip or at a partner institution then the student's supervisor should be invited to the University coordinating group and the associated appropriate risk assessments used as a key information resource.

3. Who within the University should be informed of a death

- 3.1 University Security staff will often be part of the channel through which the University is alerted to a death but where this has not happened they should be contacted to keep them informed on Extension 5000. It is essential to keep them informed in order to equip them to deal with any enquiries they are likely to receive relating to the death. It is essential that they are briefed how to respond. Security may also be called upon to control or limit access as required to prevent to protect those suffering from grief etc.
- 3.2 Prior to official confirmation from the Coroner's office or Police to the University coordinating group, School leaders will often be put under significant pressure by staff and students to share details of the incident. It is best practice in these situations to confirm only that an accident has been reported to the institution and that formal confirmation is still awaited
- 3.3 The head of Public Relations will need to brief security to ensure that University

and School Receptionist and Telephonists are given a brief about the death in order that they may field and direct calls and enquiries as required.

3.4 In addition to those who may be notified of a death as result of their involvement on the University Co-Ordinating Group the following individuals may need to be advised:

- The Principal and Vice Principals
- Head of Student Support (SMD)
- The Academic Registrar
- Director of Student and Academic Services
- The Advice and Counselling Service
- International Office (if an international student)
- The Residences Office (if Student was in University Accommodation)
- Occupational Health/GP Service
- The Student's Academic School
- Chaplain
- Friends in University (e.g. fellow members of a society)
- The Library
- The Careers Office
- Alumni Office
- SU VP Welfare
- SU President
- Associate Student Officer (if medical/dental student)

Members of the student's academic school have a key role to play as they will usually know the student, and personal knowledge is very important when contacting friends and relatives. Members of the department will also be best placed to decide who needs to be told and by whom. But a broader response is also required and the Co-Ordinating Group's task is to ensure that all aspects are considered and acted upon where necessary.

4. Support

4.1 The Department often has a key role at these times. Departmental staff usually take responsibility for passing on information and spending time with those touched by the death. They may also invite a member of the Advice and Counselling Service to speak with a group of students, if appropriate.

4.2 The Advice and Counselling Service provides one to one and group support for students affected by the death. Extension 8717. Resources and further information are available at: www.welfare.qmul.ac.uk

4.3 Bereavement Support - The chaplaincy team have a wealth of experience in working alongside the dying and their families, as well as providing practical support for those who have been bereaved. Between them they have conducted hundreds of funerals and memorial services. They are available as a pastoral resource for the provision of care to individuals and groups - staff or student - whether those concerned are religious or not. The Chaplaincy may also help to organise a memorial service if needed. They are contactable by email on: e.sharples@qmul.ac.uk or by telephoning 0207882 (3179)

4.4 Students who would like to talk to someone about how they have been affected should be advised to contact the Advice and Counselling Service www.welfare.qmul.ac.uk. Staff in need of similar support should be advised to contact the Employee Assistance Programme at Freephone 0800 243 458 or at assistance@workplaceoptions.com

5. The creation of the Coordinating Group

As mentioned in earlier sections, in the event of a member of the University learning about the death of a student it is vitally important that an individual from the Coordinating Group be informed as soon as possible, as a first step. It is hoped that the adoption of this simple procedure will minimise communication problems and facilitate an appropriate and sensitive response to the death. It is also important that everyone in the University is aware of the support and counselling available to individuals and groups.

THE CO-ORDINATING GROUP

This would operate in an advisory capacity and report to the Principal through the Chief Operating Officer. The normal composition of the group would be as follows:

- Chief Operating Officer (Chair) Extension 5702
- Academic Registrar (Deputy Chair) Extension 5072
- Director of Student and Academic Services Extension 7385
- Head of Advice and Counselling Extension 8717
- AD Estates & Facilities (Residential Services) Extension 6972
- Head of Public Relations Extension 7927
- Head of Security and Emergency Planning Extension 5019
- Occupational Health and/or G.P Service. Extension 8700
- Chaplaincy Extension 5732
- A representative from the Student's Faculty and Department

And, as appropriate:

- Vice Principal Extension 5006
- Head of Student Support (SMD) Extension 2126
- QMSU President Extension 8033

The convening of the group can be done by any member and should take place as soon as possible after the incident.

BRIEF OF THE GROUP

Information gathering

- To agree the composition of the group and co-opt other colleagues as necessary.

- To gather all relevant information including what happened and who knows what.
- To contact the Health and Safety Office in the event of the death having occurred on University property or as a result of something that happened on University property.

Communication

- To decide who needs to be informed, by whom, in what order and by what means, taking responsibility for informing relevant parties about the death as appropriate.
- To develop communication for external stakeholders/press.
- To agree communication for internal stakeholders.
- To ensure the Principal's office coordinates a response to the deceased's family on behalf of QM.

Supporting Students and staff affected

- To support the department concerned including arranging counselling for students through the Advice and Counselling team and for staff via Occupational Health
- To assist the department concerned with bereavement support as well as help and advice on issues such as funerals and the organising of memorial services etc. through the Chaplaincy team
- To liaise with relevant outside parties who may include relatives and Police about funeral arrangements, accommodation on campus and possessions.

Practical Steps

- To ensure the student is taken off administrative mailing lists.
- To advise on the potential for making a posthumous award.

SECTION 11: Fire and Evacuation Procedures

Emergency Plan

Under the Regulatory Reform (Fire Safety) Order 2005, Fire Risk Assessments replaced the need for a Fire Certificate. We must provide an emergency plan that is specific to each premise and will detail the pre-planned procedures in place for use in the event of a fire. This must (where appropriate) include the following features:

- Action on discovering a fire
- Warning if there is a fire
- Calling the fire brigade
- Evacuation of the premises including those particularly at risk
- Power/process isolation
- Places of assembly and roll call
- Liaison with emergency services
- Identification of key escape routes
- The firefighting equipment provided
- Specific responsibilities in the event of a fire
- Training required
- Provision of information to relevant persons

The procedure in the event of a fire is that when the fire alarm sounds the building will be evacuated. Security staff will acknowledge the alarm within 30 seconds and will have a further 6.5 minutes to investigate the cause. In the event that they cannot respond, cannot find a reason for the alarm or if a fire is confirmed the Fire Service (LFB – London Fire Brigade) will be called. Whilst it would normally be the role of Security to summon the LFB it is permissible for anyone to dial 999 and summon the Fire Service directly as long as they inform Security that they have done so. If there are no security staff available to investigate, or simultaneous alarms activate in other buildings and security cannot respond within 10 minutes the LFB will be called. If a second alarm activates within the same building the LFB will be called. Security staff will facilitate the quickest route for the LFB to reach the scene.

All staff must evacuate and go to the nearest assembly point. A full list of assembly points (AP) is contained in this section. Staff and students must not congregate around exit points as this will impede the evacuation of other people. Lifts must not be used during a fire evacuation.



In the event of a fire, unless the fire is obviously very small and possible to be easily contained, the responsibility for fighting fires is that of the LFB. Fire extinguishers are provided in order to help people escape in the event of fire, not in an expectation that it is the job of staff to fight fires.

Once a building has been evacuated it must not be re-entered unless Security Staff or the LFB says it is clear to do so. Any attempt to rescue a person from a burning building must only be undertaken by the LFB.

A very large fire may also necessitate the evacuation of nearby buildings and the closure of roads or pedestrian pathways. Consideration should be given to the possible pollutant effect of smoke blowing in a certain direction. In such cases the IMT

must make an assessment as to whether an 'evacuation' takes place i.e. that people are instructed to stay inside their building.

Disabled Persons

Disabled persons will make their way, with assistance if required, to a protected help point or designated refuge where they will use the call point system to summon assistance from Security. They may wish an able bodied person to stay with them for moral support. Security will make an assessment as to whether to evacuate the person using an EVAC-Chair or to wait until the arrival of LFB. The LFB are normally on site within 4 minutes and will decide whether the person needs to be evacuated. All fire alarm activations, pre-alarms and faults will be logged by Security together with any action taken.

Mile End Fire Assembly Points

Buildings	Assembly Point No.	Location
Engineering, Maths, Computer Science, ITL, QMotion and Drapers bar	Temporary	Front of Queens Building
Library, Peoples Palace, Great Hall, Graduate Centre, Bancroft Building	B	Geography Square
Queens Building, Octagon, Student Centre, Geography, G.O. Jones, Joseph Priestley & Temporary Building	C	Library Square
Laws, Arts Research Centre, ArtsOne, ArtsTwo, & Lock Keepers Graduate Centre	D	Westfield Way
Not in use due to Engineering Building and Maths Building construction works	E	Godward Square
Mile Residential Buildings		
Hatton House	1	Arts Square
Chapman & Chesney House	2	Opposite Chapman & Chesney
Beaumont Court, Creed Court & Feilden House	3	Varey House
Morris Court	4	By the help point corner of Beaumont Court
Pooley House	5	Between Maurice & Creed Court
Lynden House	6	By Pooley House West Block
Selincourt & Lodge House	7	Opposite Selincourt & Lodge House
Maynard & Varey House	8	By the information point outside of Feilden House
Christopher France House	9	Between Beaumont & Creed Court
Lindop House	10	Mile End Road outside of Lindop House
Ifor Evans Place & Albert Stern Cottages	11	West Square
Albert Stern House	12	Outside Albert Stern House

Whitechapel Fire Assembly Points

Buildings	Assembly Point No.	Location
Garrod Building, Students Union Building, Innovation and Enterprise Building, SMD Library, Abernathy Building & 64 Turner Street	A	Blizard Mews
Blizard Building, Floyer House, Yvonne Carter Building & Wingate Building	B	Floyer House

Charterhouse Square Fire Assembly Points

Buildings	Assembly Point No.	Location
John Vane Science Centre, Wolfson Institute of Preventative Medicine, William Harvey Heart Centre, Dawson Hall, Joseph Rotblat Building, Old Anatomy Building, Dean Rees House & Lodge House	A	The Green

Lincolns Inn Fields Fire Assembly Points

Buildings	Assembly Point No.	Location
Lincolns Inn Fields	A	North footpath outside Nos. 4-7 Lincolns Inn Fields

Campus Evacuation Plans

Any form of emergency may well require the evacuation of a part or all of the University. These may be described as minor, major or full evacuations as follows:

Minor – The evacuation of one building, normally under standard fire evacuation procedures and which causes little or no disruption to University operations.

Major – The evacuation of more than one building for an undefined period of time and which may cause moderate to serious disruption to University Operations.

Full – The evacuation of a whole campus for an undefined period of time causing very serious disruption to University operations. This would be an extreme and most unlikely occurrence.

Minor Evacuation

Minor evacuations will be conducted by security staff using standard evacuation procedures. Staff/students will assemble at the designated AP or at another point designated by Security and will not return to the building unless it is declared safe to do so. The Assistant Director Estates and Facilities (Residential Services) or deputy will decide whether this is a matter to be escalated to IMT. If the evacuation is likely to be for a prolonged time, building occupants may be moved to another location and then advised when to return to the area.

Note: Evacuation procedures in the event of fire and bomb threat will differ considerably and security staff/IMT will direct accordingly at the time. All instructions by security staff/IMT must be followed immediately and without debate.

Major Evacuation

The procedure is the same as for Minor Evacuations except that the Assistant Director Estates and Facilities (Residential Services) or deputy must advise the Director of Estates and Facilities and through him/her the Chief Operating Officer. Evacuees will be met at the AP(s) by a member of the emergency services and/or a senior member of University management who will provide an update and further instructions.

Full Evacuation

A full evacuation will require invocation and mobilisation of IMT. Buildings will be evacuated by means of the fire alarm system in most cases unless this is deemed unsafe. An alternative means might be by means of Security and other staff physically clearing buildings. It is highly possible that if a full evacuation were required there might be large numbers of emergency service personnel to assist and give direction. Evacuees will assemble initially at AP(s) until given further instructions. A decision must be made by the Strategic Level Leader in conjunction with emergency services as to whether people are sent home, gathered at a safe location on campus or sent to an offsite location to be decided.

SECTION 12: Flooding

Domestic Floods

There are many reasons why domestic flooding occurs such as a leaking roof, leaking pipes or appliances, severe weather or vandalism.

If the flooding is severe and requires an urgent response, you must call the Estates and Facilities Helpdesk on Extension 2580 or if they are unobtainable contact can be made through Security Control by dialling Extension 3333.

Natural Floods

The power of flood water should not be underestimated and it must be remembered that the key principles that underpin the QMUL approach to emergency response are to put the preservation of life ahead of everything else and to communicate well with all who are involved

Environment Agency Flood Warning Information Line – **0345 988 1188**

The EA web site is www.environment-agency.gov.uk

Flood Warning Codes

Tidal and freshwater/river flood warning messages are produced by the EA in the form of Flood Warning Codes:

- **Flood Watch** – Flooding is possible. Be aware. Be prepared. Watch out!
- **Flood Warning** – Flooding of homes, businesses and main roads is expected. Act now!
- **Severe Flood Warning** – Severe flooding is expected. Imminent danger to life and property. Act now!
- **All Clear** – There are no Flood Watches or Warnings currently in force in the area (All clear messages will not be issued for tidal warnings).

River flooding is a serious risk that can occur at any time of the year and can be caused by:

- Prolonged rainfall coupled with factors that restrict the rain from being absorbed by the ground (ground saturation, development) which in turn leads to overland flow.
- Rapid thaw of heavy snows.
- Intensely heavy rainfall due to convective storms.
- Abnormally high river levels caused by any of the above leading to overtopping or bursting of riverbanks (likely to have effects downstream from cause).

The primary challenges for the Emergency Management Team with regard to flooding are going to be:

- Care of evacuated, hurt or homeless people
- Protecting of utilities
- Availability of transport

- Flood alleviation e.g. clearing blocked culverts and drains
- Providing emergency health advice
- Providing road barriers and signs
- Coordinating emergency support

Should local water courses become swollen, a close watch should be kept to monitor the situation. If the level continues to rise and is in danger of flooding Residences, the Assistant Director Estates and Facilities (Residential Services) must be advised immediately. Precautions may be required to cordon off certain areas to prevent people walking or driving into flooded areas.

If power is taken out by flooding consideration must be given to the prospect of having to evacuate students in the dark, possibly in winter, to alternative accommodation. There is generally no spare accommodation on campus and so students will have to be evacuated temporarily to a safe area.

The combined efforts of Security Staff, IMT members, on call maintenance and Duty Residence Managers would be required to safely move this number of residents to an alternative location, possibly in the dark. Sewage may also have risen. A large supply of torches is likely to be required.

Student welfare must be catered for with the provision of blankets, warm dry clothing and hot refreshments as well as a warm dry environment whilst the living accommodation is returned to a habitable state.

General Health and Safety

- Do not walk, drive or swim through floods.
- Be aware of hidden dips in a road
- Floods often contain sewage - avoid food that may have been contaminated by floodwater
- Avoid wet electrical equipment
- Ventilate property as much as possible, while maintaining security
- If evacuation is necessary follow the advice of the emergency services

General Actions in the Event of Flood Warnings

- Identify buildings/areas under threat
- Identify electrical service isolation points
- Identify sandbag locations
- Identify other means of sealing doorways as alternative to sandbag
- Request removal of parked vehicles in risk areas
- Prepare for building evacuation in risk areas
- No entry into service ducts
- Cordon off flooded areas

SECTION 13: Severe Weather Conditions

Severe weather conditions have the potential to cause numerous problems for the University and its community. Severe weather warnings are provided by the Met Office and up to date information can be found at their website www.metoffice.gov.uk/weather

There are 3 levels of warning provided by the Met Office:

- **Advisory of severe or extreme weather:**

These advisories are issued by 13.00 daily as routine, though they may be updated at other times if required. They indicate confidence of expected severe or extreme weather. Early warnings and Flash Warnings supersede advisories when confidence levels are 60% or greater.

- **Early warning of severe or extreme weather:**

These are issued when the Met Office has 60% or greater confidence that severe weather is expected in the next few days.

- **Flash warning of severe or extreme weather:**

These are issued when the Met Office has 80% or greater confidence that severe weather is expected in the next few hours. If warnings have been issued, go to the Met Office website and click on the region affected to see more detail.

Severe or extreme weather may come in a variety of forms:

- Snow and Ice
- Blizzards
- High Winds
- Storms
- Heat wave
- Fog
- Heavy Rain
- Lightning

For weather conditions to be defined as extreme they would normally meet criteria as defined by the Met Office:

Condition	Criteria	Consequences
Snow and Ice	Snow falls in excess of 30 cm, or snowfall in excess of 2cm per hour for at least 2 hours. A period of at least 7 consecutive days with daily mean temperatures below -3C.	<ul style="list-style-type: none"> • Danger to traffic and disruption on roads • Slip hazards for pedestrians • Freezing of water pipes • Hyperthermia
Blizzards	Moderate or heavy snow accompanied by winds of at least 30 mph and visibility reduced to 200m. Some drifts in excess of 1m. Snow expected in excess of 15cm.	<ul style="list-style-type: none"> • As above • Inability to travel • Disruption to core services • Loss of power and telecommunications
High Winds & Storms	<p>Gales – Repeated gusts of 70 mph or more</p> <p>Storms – Winds in excess of 80 mph</p>	<ul style="list-style-type: none"> • Flying debris • Structural damage • Tipping of high sided vehicles • Falling trees, branches or power lines • Winds over 90 mph will cause serious structural damage
Heat wave	Daily maximum temperatures above 32° C with temperatures above 15°C at night for at least five consecutive days.	<ul style="list-style-type: none"> • Sunstroke and heat exhaustion • Fire
Fog	Visibility of less than 200m. Dense fog – visibility reduced to 50m	<ul style="list-style-type: none"> • Traffic hazards • Difficulty judging speed and distance
Heavy rain	Persisting for at least 2 hours and to give 1.5 cm of rain within a 3 hour period or more than 2.5cm of rain on already saturated ground	<ul style="list-style-type: none"> • Flooding • Disruption to traffic
Lightning	N/A	<ul style="list-style-type: none"> • Fire • Death and serious injury • Loss of electrical systems

In the event of invocation of a state of Severe Weather the priority of the Incident Management Team is to:

1. Identify those areas and services most likely to be affected
2. Implement actions required to minimise hazard and disruption
3. Give priority to vulnerable areas and people
4. Work closely with the emergency services, local authority and local community in our response

In the event of any of the weather conditions defined as severe, the following general action should be taken:

Snow and Ice

- Staff and students should be advised to avoid travel where possible. Consideration must be given to staff working from home
- People should remain indoors where possible
- Those working outside must dress warmly and keep dry. Those involved in physical labour e.g. shovelling snow must be aware that cold air makes it harder to breathe
- Driving of University vehicles must be kept to a minimum

Blizzards

- In addition to the precautions above, contingency will have to be made for the possibility that staff will not be able to get home, at least for a while. The IMT will have to give consideration to what accommodation and refreshments might be given to those who are stranded. During term time there will not generally be much available accommodation and so large communal areas may have to press for use. Staff who reside within walking distance might be encouraged to provide accommodation to others. Staff may not sleep in office areas.
- Blizzards may severely affect core services. Some services will have to be discontinued until it is possible to resume.

High Winds and Storms

- Loose items that may constitute a flying hazard should be secured
- There must be no working at height or use of Cherry Pickers
- It may be necessary to provide a cordon around some buildings if there is a risk of items blowing from the roof or the building
- High sided vehicles must not be used
- People should not go out unless absolutely necessary
- Doors and windows should be secured closed, particularly those on the windward side of the building. Where possible people should enter and exit the building from the sheltered side
- No repairs must be undertaken whilst the high winds are still blowing
- People must not shelter near trees or buildings. People should stay away from the sheltered side of walls and fences as this is where they will collapse
- Electrical or telephone cables that have blown down must not be touched until a qualified person from Estates and Facilities has made them safe.

Heatwave

- Buildings should be kept cool. Closing blinds and opening windows will help
- People should stay indoors as much as possible between the peak sun hours of 11.00 to 15.00
- People should drink water regularly, even when not thirsty and avoid tea, coffee or alcohol

- Physically exacting work or exercise should be avoided where possible between 11.00 and 15.00. This may mean that those who work outside e.g. Grounds Staff should be deployed on other duties.
- Smoking and certain 'hot works' should not be allowed in areas where there may be a higher risk of fire

Fog

- The primary risk from fog is to traffic. Driving should be kept to a minimum and consideration should be given to letting staff work from home or, as with Blizzards, providing suitable accommodation for them until it is safe to travel.

Heavy Rain

- The primary risk from heavy rain is flooding and this has been covered in the appropriate section on Flooding

Lightning

- It is a myth that lightning will not strike the same place twice or that it strikes the tallest object. It will strike the best conductor
- People should stay indoors as much as possible. Lightning can strike as far as 10 miles from the centre of the storm. When thunder is heard you are already in striking distance
- Unplug all non-essential electrical appliances
- Avoid using taps and sinks. Metal pipes will conduct electricity
- There must be no working at height during a thunderstorm
- Downed power lines and broken cables must be avoided until they have been made safe
- Any power interruptions or loss of services must be reported to Estates and Facilities or to the relevant service provider

If weather becomes very extreme the emergency services in conjunction with the local authority may decide to evacuate parts of the Borough. In such cases the instructions of the emergency services must be followed. Those most at risk from severe weather conditions are:

- Those who are bed or wheelchair restricted
- Those over 75
- Babies and small children under 4
- The mentally ill
- Those on certain medication

Priority must in all cases be given to those who are disabled or vulnerable.

SECTION 14: Loss of Local Roads

Areas at Risk

It is conceivable that a local emergency might force the closure of effected local roads. It is very unlikely that all roads would be closed but even the closure of one or a number might be sufficient to cause significant travel disruption.

In the event of local road closure the Assistant Director Estates and Facilities (Residential Services) has authority to open an alternative means of exit via the emergency gate at Longnor Road.

The key to managing travel disruption caused by the loss of local roads is to gain as much advanced communication as possible, usually via local or national news services or direct from local partners such as Tower Hamlets or the Police.

The following actions might prove helpful in minimising the impact of the loss of local roads:

- Staff/students might be advised to car share to reduce exiting traffic
- Staff/students not already in might be advised to work from home
- Contingency may have to be made for staff who are unable to leave the University as they had planned to such as accommodation, food or refreshments
- Whilst local news and bulletins may prove very helpful, information may be available from other sources such as www.tfl.gov.uk local radio stations or www.bbc.co.uk. A live traffic update is usually provided by Google by going to Google.co.uk, clicking 'Maps', entering our post code E1 4NS and then clicking 'Traffic'. Roads will be colour coded from Green (fast) to Red (slow).

Whilst advice may be given to staff and students it is in most circumstances up to them to make their own travel decisions. Of greater risk to us will be the possibility of a delay in the emergency services reaching us should we need them. In the event of:

- **Crime** – If intervention by security staff is not appropriate/possible then as much CCTV evidence as possible should be recorded for future evidence
- **Medical** – Illness or injuries will need to be attended by qualified first aiders until an ambulance can arrive
- **Fire** – Buildings must be evacuated and left until the arrival of the LFB

SECTION 15: Gas Leaks

Emergency Gas Procedure

If a smell of gas is reported, the gas supply must be shut off immediately at the isolation valve for the appliance. If there is no isolation valve for the appliance, then turn the gas off at the Emergency Control Valve, which is commonly located where the gas pipe enters the room or building.

Should neither of the above valves be accessible then shut off the gas supply at the building's Emergency Service valve in the ground outside the building.

DO NOT:

Turn the gas off at the meter if you have a local Gas Emergency Control Valve near to the faulty appliance. (If a Gas Meter is shut off, large areas of building and gas pipe work would have to be purged and tested before any Meter could go back into service.)

DO NOT:

Turn any gas supply back on, once turned off. It must remain off until inspected and tested by a Gas Safe Registered Plumber or Fitter.

In Office Hours:

All emergencies should be reported to Security via the QMUL Emergency Ext: **3333**

Non Emergencies may be passed to Estates and Facilities Helpdesk via Extension 2580 from Monday to Friday (*except public holidays and closed days*) between 08.00 – 17.1 hours

Outside Office Hours:

The Security Staff will investigate the problem fully before any further action is taken.

An assessment should be made to ascertain if the problem can be made safe or secure and left for the next working day or the problem is an Emergency Call Out.

After investigation, if the problem constitutes an Emergency Call Out the details should be verified and correct before the Duty Officer is called.

The correct Maintenance officer on call may be contacted by referring to the Rota supplied to Security.

Security staff may require the evacuation of a building or area and the cordoning thereof to reduce the risk to persons in the vicinity.

Senior Security Management must be quickly advised in the event of evacuation being thought necessary.

General Safety

- Open doors and windows
- If any gas appliances have been left on turn them off
- Do not turn light switches on or off, use mobile phones, radios or any other electrical appliances (Take care if lights may be activated by a sensor)
- Do not smoke or use any other kind of naked flame

SECTION 16: Structural Damage

Immediate Action

In the event that a building becomes unsafe through structural damage an assessment will have to be made as to whether evacuation or part-evacuation is necessary. The primary concern is the preservation of life and prevention of injury, not repair to the building.

If the damage is the scene of a crime then nothing should be touched, disturbed or removed until the police have given their permission (see Section 22). If it is a major accident, the Director of Occupational Health & Safety should liaise with relevant enforcement authorities prior to any disturbance which is not immediately necessary in order to make the site safe.

A higher than normal level of Security for damaged premises is likely to be required due to the vulnerability of the structure. Reinstatement of building services will require involvement of Estates and Facilities Maintenance and where necessary specialist damage management companies.

In case of damage to buildings, emergency arrangements for accommodation, examinations and registration must be put in place urgently. In the event of damage to Residences a degree of inconvenience to students and staff may be unavoidable.

Required Actions

- Any injured persons must be cared for immediately by first aiders until handed to the emergency services
- An immediate site visit should take place with specialist Estates & Facilities staff, relevant contractors and emergency services advisers.
- Assess whether the involvement of Utilities companies or IT Services will be required
- Make the area safe with cordons and signs where appropriate
- A decision must be made with regard to:
 - Areas for immediate re-use
 - Areas which may be re-usable within a number of days
 - Areas which will be out of commission for an extended duration
- Specialist advisers will need to give a damage assessment and repair evaluation
- Valuable assets will need to be secured or removed. An asset register should be kept of any items removed or relocated
- An assessment will have to be made as to what salvage action is required with regard to removal of water, smoke, installation of dehumidifiers, air purifiers, sanitation, isolation of power supplies etc.
- Control access to the building and record entry by those permitted to enter
- Insurance Loss Adjusters must be informed.

- Take advice from the Safety Office regarding the reporting of the matter to the Health and Safety Executive (HSE)
- Consideration must be given as to whether staff or students will need an alternative place to work or to what extent people can work from home
- Undamaged PCs might be recovered and reconfigured at a new location. Heads will need to determine priorities and take advice from IT Services regarding recovery of files and backups etc
- Arrange a venue for staff/students to attend for a briefing
- Consider where visitors might need to be diverted to
- Estates and Facilities staff will affect the necessary works such as boarding up and sealing off no-go areas
- It may be necessary to set up alternative ablution facilities for building occupants
- Check position of any contracts or service provision which may be affected by the new situation
- Staff may need to advise what essential items, equipment files etc need to be retrieved. An assessment will then need to be made as to how this will be achieved and by who, if at all possible
- Arrange funds and draw cash to meet urgent purchasing needs as per University Finance procedures. Set up cost capture procedure as per normal Finance procedures.

Residences

In case of damage to one or more Residential block alternative accommodation must be found urgently to re-house the students. Residence's Managers have access to data that would provide the appropriate information about student's occupancy and home address. The Assistant Director Estates and Facilities (Residential Services) will take the lead and consult with other officers.

The following actions should be taken in addition to those already listed:

- Brief Residential staff and students
- Provide list of all affected areas and students
- Identify vacant accommodation and assess the amount of spare temporary beds and bedding
- Identify home and overseas students
- Advise on alternative accommodation and request sharing of accommodation if necessary
- Send UK students home if necessary
- Provide emergency supplies, including food
- Provide support for unaffected students, contact the Counselling and Student Support services if necessary

Assistance may be sought from:

- For Mile End and Whitechapel - emergency.planning@towerhamlets.gov.uk or by telephone on 020 7364 4181 or out of hours on 020 7364 7070
- For Charterhouse Square - emergency.planning@islington.gov.uk or by telephone on 020 7527 2000
- For Lincolns Inn Fields - emergency.planning@camden.gov.uk or by telephone in office hours on 020 7974 5643 or out of hours on 020 7994 4444

Insurance Loss Adjusters

Loss adjusters are appointed by insurers to work with the University in the event of major loss or disaster. Their role will include:

- Rapid assessment of the extent of the disaster and emergency measures necessary.
- Provision of advice re potential salvage and protection of assets remaining.
- Steps to minimise the financial impact of the disaster and to ensure business continuity as speedily as possible.
- Use of in-house qualified Surveyors, Engineers etc to assist in the recovery process.
- Advice on costs (including insured and non-insured costs).
- Arranging interim payments as recovery work progresses.
- Guidance throughout the duration of the claim with advice on options available, specialist matters, technical information etc.
- Ensuring that the University's recovery to pre-disaster level is achieved as swiftly and as comprehensively as possible.

Bystanders

Too many people at a damaged location can impede recovery operations. Persons not able to continue with business or not required for recovery operations must be sent home or directed to suitable meeting points or alternative locations to await further news.

Business Continuity

In the event of a major incident impacting on any part of QMUL which impacts on the ability of the University to sustain an acceptable level of service, then Business Continuity Coordinating Group, made up of key individuals will be established independently and working in close collaboration with IMT dealing with this major incident.

SECTION 17: Chemical Spills, Radiation, Laser and Biological Safety

Reference Site

The procedures for Radiation, Laser, Chemical and Biological Safety are very complex and it is not intended to outline these plans in this document.

Full details of these procedures can be found on the Occupational Health and Safety Directorate website at <http://qm-web.ohsd.qmul.ac.uk/standard/>

This website provides advice and guidance on all aspects of:

- Radiation Safety Policy
- Radiation Procedure
- Ionising Radiation and Laser Control Authority (IRCLA) Forms
- Disposal of Radioactive Waste
- Laser Safety Manual
- Laboratory Work
- Hazardous Substances Policy
- Biological Safety Policy

By following the procedures outlined on this website the University shall be in compliance with legal requirements and adoption of best practice in the above areas.

See also the website of the Health Protection Agency at www.hpa.org.uk/radiation

Chemical Spillage / Release;

There may be the potential for the accidental release or spillage of hazardous materials on campus which requires a basic understanding of initial actions to ensure a prompt response and to minimise the potential for harm. If there is any suspected release or spillage in any public area then the 5 C's principles should be applied.

CONFIRM

Confirm there is a spillage/release and the extent of it. Do not try and clean-up the substance or packaging

CLEAR

Clear the area of any students, staff (unless assisting) and members of the public

CONTAIN

Contain the area if possible by closing of doors and windows. If need be isolate the location through the securing of doors by disabling or activating access control. Expert advice should be sought as there may be occasions when ventilation of an area will be the preferred option. This should be clarified at the earliest opportunity.

CORDON

Maintain a sufficient cordon around the area of the spillage, which will be dependent on the nature, volume and location of any spillage / release. Once clear do not allow anyone to enter the affected area.

CONTACT

Senior Security Management
Health & Safety staff 0207-882-5701 or 0207-882-8966

Steps 1, 2, 3

If the origin and chemicals involved in any suspected spillage or release cannot be confirmed then the principles as applied by the Emergency Services in any suspected CBRN related incident should be adhered to

Step 1: One collapsed casualty; Approach using normal procedures – CBRN contamination unlikely

Step 2: Two collapsed casualties at one location; Approach with caution – If suspected CBRN adopt measures for Step 3

Step 3: Three or more collapsed casualties at one location; Do not approach – CBRN contamination likely.

Report to Emergency Services immediately confirming Step 3 – maintain cordon – upwind if possible

Potential Environmental Impact:

There may also be a requirement for any spillage to be referred to the Environmental Agency. Advice should be sought in this regard and liaison should be made with Sustainability staff for guidance in this regard.

SECTION 18: Power Outages

As a result of the way that the power infrastructure has evolved over many years on QMUL sites the mapping of cables and devices has not been as clear as it needs to be to achieve resilience. Significant work is therefore being undertaken to address this shortcoming with a target date of December 2016 for the survey to be completed.

Power outages are not uncommon for a variety of reasons and can cause serious consequences if they become protracted or are widespread. The most common power outages can be grouped as:

- a) Site wide failure
- b) Individual Sub-station failure
- c) Failure of full supply to a single building
- d) Partial failure within a building

The potential negative impact of power outages is such that unless it is clear that the problem can be with certainty rectified early on, especially with categories 'a' to 'c' above, the matter should be escalated. The escalation route should be to report the problem in every instance to the Duty Security Manager who in turn will pass the report upwards to the Head of Security and Emergency Planning or his nominee.

Standby Generators

There are six back-up generators on Mile End Campus as follows:

Fogg Building
The Bancroft Building
Library
Queens' Building
G.O. Jones Building
SU Hub Data Centre

There are four back-up generators on Whitechapel Campus as follows:

QM Innovation Centre
Garrod Building
Yvonne Carter Building
Wingate Building

There are two back-up generators on Charterhouse Square Campus as follows:

John Vane Science Centre
The William Harvey Heart Centre

All installed generator plant is fully automatic and in the event of a power loss, will start up and take over the load it is cabled to supply.

The Essential Services Supply **only** feeds certain designated plant on the campus in the event of a major power loss. Only predetermined parts of the site will have electricity when standby generators take over the load. There may in some cases be a delay from the point that the site power fails, the generators run up to full

speed and then support the load.



Loss of Power in Office Hours

(Mon to Fri 08:00 – 17:00)

All outages should be reported to the Estates and Facilities Helpdesk on the following number:

Estates and Facilities Help Desk:
estates-helpdesk@qmul.ac.uk

Ext: 2580 08.00 – 17.00

Loss of Power Outside of Office Hours

(Mon to Fri 17:00 to 08:00, weekends, public holidays and closed days)

Outside of normal working hours the power loss should be reported to Security on the University Emergency telephone number which is Ext: 3333

Should the power loss be on University property only and not a general power cut in the area, then Security Staff should investigate the problem before any further action is taken. An assessment should be made, involving support and advice from the Maintenance Team as may be required, to ascertain if the problem can be left for the next working day or the problem justifies an Emergency Call Out.

Lift Passenger Entrapment

A general power failure may result in one or more lift entrapments. Following the report of a passenger entrapment, a call to the Estates and Facilities Helpdesk on extension 2580 should be made, stating the Building, lift location and the floor the lift is stopped on (if Known).

Out of office hours Security Control will contact the Lift Contractor responsible for providing our emergency response.

Priorities

In the event of a power failure technical staff must assess the situation and take appropriate action. The more widespread the failure, the less there will be scope for remedial action.

- Establish early liaison with Maintenance and Security
- Give first priority to the safety and welfare of people
- Give second priority to the Data Centres and machine rooms
- Consider UPS 'autonomy' times and the impact of unregulated shutdown on equipment supported by limited autonomy UPS
- Be aware of special conditions prevailing in outlying locations

SECTION 19: Failure of IT Services

IT Criticality

It is important to understand that the IT network, besides carrying the information lifeblood of the University also hosts the telephone system, CCTV and access control equipment. Significant IT failure will often be accompanied by loss of other services and for that reason IT failure may constitute an emergency in its own right.

In attending the University to deal with an emergency of any sort IMT personnel should be mindful of the support value of IT and should IT failure be a consequence of the incident the imperative of an early communication with IT Services personnel should be considered.

Vulnerable Points

Immediate Action

In the University there are certain locations that host 'vulnerable points' (VP) to which building damage or utility power failure constitutes an IT emergency and the EMT member should call out an IT Services senior manager. The VP's are:

SENSITIVE DETAILS NOT INCLUDED IN THIS UNCLASSIFIED VERSION OF THE IMP

Contact telephone numbers for IT Services personnel are lodged with Security.

Should the IMT member seek advice from or initiate call-out of an IT Services senior manager it would be helpful during initial contact to offer likely reasons for the failure and the extent of the outage. However do not delay making contact because the information is not available.

IT Service failure can occur for a number of reasons, the most common are:

1. Human factors (IT staff, construction workers etc.)
2. Utility power supply interruption
3. Network cable or equipment malfunction (including off-site links)
4. Software errors (e.g. after 'patch' application)
5. Hardware malfunction
6. Malicious code attacks or other denial of service activity

The areas affected by an IT outage should be identified as:

7. A Vulnerable Point (DETAIL NOT INCLUDED IN THIS DOCUMENT)

8. Site wide
9. A number of buildings (Zone)
10. A building or part of
11. Links to the Internet

Response to IT Failure

The tactical responses to a serious incident affecting IT Services will be planned in detail by an IT Services Incident Manager on the basis of facts available at the time. In general, the types of incident most common in the IT environment require two parallel responses; one concerned with business continuity and one concerned with remedial work.

The IT Services Business Continuity Team (BCT) will keep surviving services running and build temporary services to replace failed systems.

SECTION 20: Handling the Media

Press Interest

During any emergency there is likely to be an element of press / media interest. This may come from the local press / media or in the case of a major incident from the national press / media. Great care must be taken when dealing with journalists and reporters if we are not to receive, inaccurate, negative or embarrassing press / media coverage.

No employee without proper authority from the COO should speak directly to the press or media. In all cases press/media enquiries must be directed to the Public Relations team at press@qmul.ac.uk or by telephone as follows:

For general media enquiries – Tel: +44 (0)20 7882 3004

For media enquiries out of hours – Tel: +44 (0)7970 096188

General Guidelines

A pre-prepared holding statement will be drafted by the Public Relations team in consultation with the Incident Management Team, and one consistent spokesperson should be used where possible. The PR team will ensure the media are updated regularly and have access to relevant contact details.

A press conference can be useful for issuing new information and for addressing the press / media as a whole rather than one-to-one interviews, and the PR team will have facilities available to support this.

Spokesperson Guidelines

Should a member of the IMT be required to speak to the press, they will be briefed in advance by the Public Relations team. There are some general guidelines that spokespeople must adhere to:

- Be well briefed, anticipate questions and set out answers very carefully. Rehearse if possible
- Prepare short quotable phrases. Be brief
- Concentrate on the facts and do not speculate. If in doubt leave it out
- Do not give out personal details
- Look professional, smart and ensure backdrops are appropriate and sensitive
- If there is a very difficult question you may ask to think about it for a while
- Be honest about errors, never lie
- Avoid humour in emergency situations
- If you don't know the answer to a question, say so. Do not be afraid to say "I can neither confirm nor deny"
- Don't ask to see the story before it goes to press but you can ask to have your quotes reviewed to ensure they are correct
- Nothing is ever off the record!

Social Media

The use of social networking websites is extremely popular, especially among students and journalists. The PR Team maintains a presence on all major social media channels, including Twitter, Facebook and Instagram, which it can use to post links to its online news updates, and to correct misinformation. The PR team will encourage social media administrators in Schools and Departments to re-tweet/re-gram official responses, rather than responding or commenting 'off-message'

The popularity of smart phones enables the general public to post audio and video content to the internet in minutes. While staff should be aware that they should not be posting or commenting on behalf of the university, students may be less aware of how the media will use their content and link to their online profiles, which could result in significant embarrassment.

It is essential to engage the QMSU during emergencies so that they are aware of arrangements for communication. If a serious incident occurs which has an impact on the student community it will be 'their' emergency too and they are likely to want to have a say in the management and recovery process.

QMUL Crisis Communications Plan

The Communications team have a number of more detailed plans in place for communicating in the event of a crisis, including guidelines and practical resources. Details are available on request from press@qmul.ac.uk or +44 (0)20 7882 3004.

“Connecting in a Crisis”

This is a BBC initiative to help communicate emergency information to the public at both local and national levels.

'Connecting in a Crisis' helps ensure that the public has the information it needs and demands during a civil emergency. It sets out to encourage emergency planners to work more closely with broadcasters in the preparation of strategies for communicating essential information.

More information can be found at www.bbc.co.uk/connectinginacrisis

SECTION 21: Regional Resilience

Useful Websites

London Resilience Forum – www.londonprepared.gov.uk

Tower Hamlets – www.towerhamlets.gov.uk

London First – www.londonfirst.co.uk

UK Resilience – www.cabinetoffice.gov.uk/ukresilience

Transport for London – www.tfl.gov.uk

SECTION 22: Scenes of Crime

Scenes of Crime Officers

There are a number of crime scene examiners (SOCOs) covering the London Borough of Tower Hamlets. These are not often serving police officers but are commonly civilians employed by the Metropolitan Police Service. They examine a wide variety of crime scenes for forensic and photographic evidence.

Scenes of Crime Officers work shifts that provide 24-hour coverage on the borough. However, if a SOCO has been requested to attend the university it is possible that you may not see this person until the next day. For these reasons it is important that emergency staff know how to preserve a crime scene correctly. When you discover a crime scene it is important that you:

- Maximise scene preservation
- Minimise scene interference

The more care taken at the scene the greater the chance of retrieving forensic evidence. **Do not** allow repair of any property until it has been examined. **Do** protect the area carefully when open to the elements (rain can destroy fingerprints and DNA evidence). If you must touch items make sure you wear protective gloves and be careful to touch as little as possible.

If you see any blood or other body fluids, or broken glass at the scene, be extra careful of possible health and safety hazards.

SECTION 23: Industrial Action

Background

Workers may take industrial action after following legal processes with union leadership by refusing to work altogether or refusing to do work in the way their employment contract may suggest they should. There are two main forms of industrial action:

- strike - where workers refuse to work for the employer
- action short of a strike - where workers take actions such as 'go-slows', or bans on overtime or call-outs

A trade union calls for industrial action by telling the members it wants to take part when and how action is to be taken. The call must be made by a person or committee with proper authority and the voting paper for the ballot must have said who this is.

Industrial action, unlike most emergencies, is a predictable event since it will have gone through various consultation and balloting processes. It can however be a costly and damaging event. A union can be sued for damages if it organises industrial action that is unlawful. 'Secondary action' i.e. action taken against an employer who is not a party to the main trade dispute is unlawful.

Picketing and Picket Lines

A picket line is the description given to those who gather outside or near the entrance to a workplace. They could include striking workers and trade union representatives. The targets of a picket line's activities may be:

- non-striking colleagues
- substitute workers (e.g. workers who work for the same employer, brought in from another workplace to cover for striking workers)
- workers who work for other employers (e.g. lorry drivers bringing supplies to the employer in dispute)

Staff who join the picket line outside or near their workplace are allowed to try peacefully to persuade workers employed by other employers not involved in the dispute to support them or not to cross the picket line. For example, they might try to persuade lorry drivers from a different employer not to deliver supplies or collect goods. Normally doing this might be considered to be unlawful because it may be asking the other workers to take secondary action (action by workers of an employer not involved in the dispute) but it is lawful to do this when picketing. The criminal law applies to pickets as it does to everyone else. It is therefore a criminal offence for pickets to:

- use threatening or abusive words or behave in a threatening manner towards others passing close to the picket line
- deliberately get in the way of or block people or vehicles attempting to enter or leave premises being picketed
- possess offensive weapons
- damage property either deliberately or recklessly
- cause or threaten to cause a breach of the peace

- obstruct a public highway such as a road adjacent to the premises being picketed
- prevent or attempt to prevent a police officer from carrying out their duties

There may occasionally be a police presence deployed at a picket line. The police may take any lawful measures they feel necessary to ensure that picketing is peaceful and orderly. Pickets are liable for any breaches of criminal or civil law they commit or incite others to commit while picketing. This includes:

- trespassing
- causing a noise nuisance
- the use of threats, libel or slander and offensive material in leaflets, banners, placards, chants or speeches

The chance of people breaking the law might be higher when there is mass picketing. If there are 20 or more people on a picket line the police may use special powers to disperse them if it is likely that they might cause serious public disorder or serious damage to property.

If the police are concerned that there might be a threat to the safety of others, they may order those picketing to stop and may have the power to arrest those not complying. Normally there should be no more than six pickets outside an individual entrance. This is the maximum number recommended in the Code of Practice on picketing.

IMT Action

It is not the role of IMT members to engage in dispute resolution. IMT members must concentrate on ensuring the safety of all involved and in ensuring that no illegal activity is taking place by either party. They should also ensure that critical services are not put at risk or abandoned. Striking staff are not technically working during the duration of the strike and may therefore, if necessary, be asked to leave University property, which is private land. Their presence on University land may be tolerated however if the protest is peaceful and gives no cause for concern. Close liaison with the police and HR is advised. Striking workers must not be given access to University buildings.

Building Occupation:

Building occupation may occur as an unwelcome consequence of an industrial dispute, civil obedience, protesters or squatters.

If any occupation occurs which is argued to be justified as a result of any ongoing industrial dispute or civil disobedience then every effort should be made to allow legitimate users to vacate the building safely. Efforts should be made wherever possible to secure the buildings and key assets if possible, however personal safety overrides all other issues and legitimate users should not engage directly with any protester to avoid any confrontation.

The police may be contacted by the University but may initially not take direct action unless obvious criminal damage is occurring, however they may decide to contain isolate and negotiate the safe removal of the occupants. Security staff would support

the police through the provision of any cordons and securing the building to ensure that the numbers within are not allowed to increase.

In the event of any building being occupied for whatever reason any utilities to the building should not be switched off

SECTION 24: Public Disorder

Definition

Under the Public Order Act 1986 there are various levels of disorder defined.

An 'Affray' is defined as: A person is guilty of affray if he uses or threatens unlawful violence towards another and his conduct is such as would cause a person of reasonable firmness present at the scene to fear for his personal safety.

A 'Violent Disorder' is defined as: Where three or more persons who are present together use or threaten unlawful violence and the conduct of them (taken together) is such as would cause a person of reasonable firmness present at the scene to fear for his personal safety, each of the persons using or threatening unlawful violence is guilty of violent disorder.

A 'Riot' is defined as: Where 12 or more persons who are present together use or threaten unlawful violence for a common purpose and the conduct of them (taken together) is such as would cause a person of reasonable firmness present at the scene to fear for his personal safety, each of the persons using unlawful violence for the common purpose is guilty of riot.

In the event of any public disorder the priority is the preservation of life, health and safety of persons present and the protection of property.

It is not the intention of the University to stop such activities as peaceful protests but there can be no tolerance of violent disorders.

Where such a disorder breaks out security staff will have to make an assessment as to whether it is within their capability to contain a situation. If it is not then an immediate call to the police for assistance must be made dialling 999. The role of security staff will be to:

- Assist the police as far as possible
- Monitor the event using CCTV and ensuring evidential quality CCTV images particularly of ringleaders and criminal acts
- Ensure that innocent bystanders are kept clear of the area and do not become imperilled by getting caught up
- Prevent rioters from accessing buildings
- Evacuate buildings or move staff/students from one area of a building to a safer area

University staff other than security staff are to keep clear of a riot area and are not to attempt to tackle rioters. No member of staff, including security, are to put themselves at physical risk and such things as looting or damage to property may have to go on un-prevented until the police are able to attend and take over.

TABLE 1: EXTERNAL CONTACT LIST

	Agency	Website/Email	Contact
1	Police	www.met.police.uk	Gen Enquiries 020 8721 2853
2	London Fire Brigade	www.london-fire.gov.uk	Gen Enquiries 0208 555 1200
3	London Ambulance Service	www.londonambulance.nhs.uk	Gen Enquiries 0207 921 5100
4	Local Authority Emergency Planning	Emergency.planning@towerhamlets.gov.uk www.camden.gov.uk emergencyplanning@islington.gov.uk	020 7364 4181 0207 974 2797 4444 (out of hours) 020 7527 2000
5	Anti-Terrorist Hotline	www.homeoffice.gov.uk www.mi5.gov.uk	0800 789 321
6	Counter Terrorism Security Advisers	Gareth.Nash@met.police.uk Hassan.Ali@met.police.uk	02082174198
7	Health Protection Agency	www.hpa.org.uk & www.necl.team@phe.gov.uk www.nhsdirect.nhs.uk www.meningitisnow.org	Out of hours: 0208 200 4400 Emergency Response: 01980 612 100 HPA North East London Regional Office 0207 7811 7756 NHS Direct 0845 4647/111 National Meningitis Trust 24 hour helpline 0808 8010 388
8	Environment Agency	www.environment-agency.gov.uk	Flood Warning 0345 988 1188 General Enquiries 08708 506506 Incident Hotline 0800 807060 (24/7)
9	Met Office	www.metoffice.gov.uk www.cresswellservices.co.uk	0370 900 0100 01392 885681 Cresswell Facilities Management 0207 252 1101
10	Transport for London	www.tfl.gov.uk david.helmore@tfl.gov.uk	David Helmore WTP Relationship Manager 0207 126 1082

11	Radiation Protection Service	www.phe-protectionservices.org.uk www.phe-protectionservices.org.uk	Centre for Radiation, Chemical and Environmental Hazards 01235 831 600 01235 825 313
12	London Resilience Forums	www.londonprepared.gov.uk www.london-first.co.uk www.cabinetoffice.gov.uk	0207 217 3036 0207 665 1500 0207 276 1234
13	London Resilience Team (LFB)		0208 555 1200 (ext 30175)
14	Steve Jupp Emergency Planning Officer, Barts Health Trust	steve.jupp@bartshealth.nhs.uk	020 3416 5000 Ext: 47262

TABLE 2: INCIDENT MANAGEMENT FORMS



Incident Management Coordinating Group - Attendees

Meeting No:

Time / Date:

Name	Department / Position	Telephone: Landline & Mob	Email (include Deputy)

It is imperative that you record your attendance at these meetings as Actions / minutes will be circulated via email

Incident Management Coordinating Meeting Agenda

The following agenda is a guide to the topics which may require to be addressed in the early stages of a major incident impacting on QMUL estate. This agenda is for guidance only and the following list is by no means exhaustive or indeed prescriptive.

ISSUE	SPEAKER
Introduction & Strategy	Chair
Urgent Matters	All Present
<ul style="list-style-type: none">• Escalation• Causalities• Evacuation• Building Closures• Involvement of Emergency Services	
<i>This list is not exhaustive</i>	
Situational Update / Outstanding Actions	All Present
Priorities / Tasks / Actions	All Present
Communication / Media Needs / Issues	Chair
Business Continuity / Recovery Planning / Impacts	All Present
Review of Actions	Chair
AOB	Chair
Time of Next Meeting	Chair

Incident Management Meeting Action / Log

	Speaker / Department	Issue	Action / Strategy
1			
2			
3			
4			
5			
6			

Incident Management Policy Log

Reference No:	Date:	Time

Information:

Actions / Decision:

Reason:

Loggist Details	Incident Officer:
Signature	Signature

This Log is designed to record actions / policy decisions based on information available at the time and the rationale influencing the decision making process

TABLE 3: EMERGENCY EQUIPMENT LIST

It is suggested that the following items are likely to be of use during various forms of emergency:

- ✓ Hard Hats
- ✓ Rubber Boots
- ✓ Hi-Visibility vests
- ✓ Torches and supply of batteries
- ✓ Spills Kit
- ✓ First Aid Kit
- ✓ Wind up Transistor Radio (news & bulletins)
- ✓ Spare Hand Held Radios
- ✓ Aquavacs or Dustpans for bailing
- ✓ Squeegees
- ✓ Rubber gloves
- ✓ Hazard tape/Cordon tape
- ✓ Disposable latex gloves
- ✓ Disposable overalls
- ✓ Face masks
- ✓ Safety Goggles
- ✓ Warning Signs
- ✓ Ear defenders
- ✓ Air Horns/Loud hailers
- ✓ Floor plans
- ✓ EMT contact lists

These items may be available from:

- Security Control
- Cleaning and Waste Management Services
- Estates and Facilities Maintenance
- Estates and Facilities Projects
- Safety Office
- Local purchase (Cash or Card)

Bomb Threat Procedure

1. Reference

This procedure has been produced with reference to the Home Office publication "*Bombs: Protecting People and Property, a Handbook for Managers (4th Ed)*".

2. Current UK Terrorist Threat/Response Level

The UK Security Services advise that the current threat to the UK from international terrorist activity is **SEVERE** and that the threat to Britain from Northern-Ireland related terrorism is also SUBSTANTIAL as of 31st August 2016. This means that a terrorist attack is regarded as highly likely. For up to date information visit the UK Security Services website at www.mi5.gov.uk.

3. Differing Bomb Threats

There are essentially 7 different primary ways in which a bomb or the threat of a bomb may manifest itself at the time of writing:

- a) A letter or parcel bomb delivered through the mail
- b) A suspect package found within or near a building
- c) A telephone or email threat (*may even be delivered through text, voicemail or social media*)
- d) A vehicle borne bomb
- e) An incendiary device
- f) A person borne (suicide) device
- g) CBR (Chemical, Biological, Radiological) Bomb

Each of these is examined within this procedure for the benefit of those who may be involved in conjunction with Security in managing a bomb threat incident or may even be the first at a scene.

a. Letter and Parcel Bombs

The majority of letters and parcels will go to the various University Mailrooms, which operate a specific *Postal Bombs and Suspect Packages Procedure*. It is still quite possible however for parcels/packages to be delivered by hand or be sent to recipients direct via courier. Letter and parcel bombs are still the weapon of choice for some terrorist organisations such as animal rights groups. Letter bombs may be explosive, incendiary or CBR (Chemical, Biological & Radiological).

What to look for

The following are some typical signs that suggest that a package may be suspect, particularly where 2 or more of these indicators are present:

- Unusually heavy for its size
- A jiffy bag or similar padded envelope is often used
- Heavier at one end than the other
- Grease or 'sweat stains on the wrapping
- A 'springy' feel to the outer packaging
- Smell of marzipan, ammonia or almonds
- Appearance of wires or tinfoil
- Excessive postage paid
- Unusual or foreign handwriting/spellings
- Unusual post marks, postage paid marks or from unusual origin
- Addressed to a job title rather than a person (e.g. The Principal) or poorly or inaccurately addressed
- Incorrect titles or unusual or foreign writing
- Excessive packaging/wrapping
- Restrictive markings such as 'Personal for...'
- Foreign or air mail or special delivery
- No return address or from an unusual origin
- There is an additional inner envelope tightly taped
- The envelope flap is stuck down completely (there is normally 35mm un-gummed each side)
- There is a pin sized hole in the envelope or wrapping

It is not necessary to open a letter bomb in any particular way in order to detonate it - any attempt at opening, however slight, may set it off. However, an item sent through the post will probably have received fairly rough handling in the mail system and is unlikely to contain a timing device since delivery time is uncertain. Items delivered by courier may do so, however.

What to do

Postal bombs are more often than not designed to detonate on opening, unlike other devices that explode on movement or at a pre-set time, Suspect packages therefore can normally be moved, as they will already have withstood the rigours of the postal service.

- Place the item on a clear table-top. **Do not immerse it in water.**
- Avoid the use of mobile phones or radios in the vicinity of the package.
- Alert Security immediately.
- Evacuate the area and stay out of line of sight of the device
- Leave doors and windows open
- Follow all instructions by Security or the Police

Sample questions to ask an addressee in the case of suspect packages:

- Is the addressee familiar with the name and address of the sender?
- Is the addressee expecting correspondence from the sender? If so, is the item out of keeping with the nature of the correspondence?
- If correspondence were expected, what would be the contents of the item and its approximate size?
- If the sender is unknown, is the addressee expecting any other business correspondence from the area of origin of the suspect item?
- Is the addressee aware of any friends, relatives, or business acquaintances currently on holiday or on business trips in the area of origin?
- Has the addressee purchased or ordered any merchandise from any business that might be located or have branches in area or city of origin?
- Has the addressee returned for repair or replacement any items, such as a camera, wristwatch or radio etc?
- Can the addressee think of any reason whatsoever why he/she would be receiving mail from the originating area?
- Has the addressee recently joined or contributed to any organization that might send correspondence from the originating address of the item?

Suspect Packages

It would be very unusual to find a package within a building which contained high explosives. The vast majority of suspect packages turn out to be either innocent items inadvertently left by careless or forgetful persons or are left as misguided pranks. However, it is not unknown for Improvised Explosive Devices (IED's) to be placed in buildings and such attacks represent a serious attempt to cause wide scale damage and disruption as well as a disregard for loss of life.

If a suspect package of any kind is found which arouses suspicion Incident Officers should follow the essential **5C Plan** illustrated below.

(1) CONFIRM

Confirm that the package is indeed suspicious. Can anyone account for it? Has anyone been seen carrying it? (Check CCTV if necessary) Is it unusual in anyway, out of place or cannot otherwise be accounted for? How difficult would it have been for someone to walk in with it? Have there been any preceding threats of any kind? How long has it been there?

DO NOT TOUCH OR MOVE A SUSPECT PACKAGE

(2) CONTACT

Anybody who is suspicious of a package should contact Security Control immediately on 020 7882 3333 (external) or ext 3333 (internal). The police should not normally be called until Security have arrived to carry out an assessment.

(3) CLEAR

If Security confirm the package as suspicious then it will be necessary to evacuate the building or area. Evacuation in the event of a bomb threat is not the same as that in a fire alarm:

- Lifts may be used
- Staff should take personal belongings with them. This will prevent any confusion for bomb disposal staff when looking for the package
- Fire evacuation routes may not be appropriate as this may take people past or near to the package
- Doors and windows should be left or even wedged open if possible in order to disperse any blast and so reduce structural damage and also to allow entry for any automated disarming devices used by bomb disposal teams.
- Fire assembly points are unlikely to be safe as they may be too near the building and can sometimes conceal secondary devices.

If there is a member of staff etc in the area that cannot be moved then special arrangement will have to be made to safeguard that person. Security/I0 or the emergency services will advise depending on circumstances.

Security staff/I0 will advise on the most appropriate means of evacuation. Evacuation should be swift and efficient but must be done in a calm and orderly fashion. There is no need for panic. There may be times when it is more appropriate not to evacuate but to move individuals to the safest areas within the building or (in vacate).

Secondary devices placed in evacuation assembly areas or on exit routes from buildings must be considered. Security and emergency services may make checks of assembly points and Incident Control Points if summoned to a bomb threat scene.

(4) CORDON

Security staff/IO will set up a cordon around the scene or building and everyone must be kept out of line of sight of the building *and away from heavily glazed areas*. Although the effect of funnelling between structures may have an impact on the size of any cordon, a standard guide for evacuation distances would be **100m** for an item the size of a briefcase, **200m** for an item the size of a large holdall and **500m** for a vehicle borne device.

(5) CONTROL

Security staff/IO will establish control in conjunction with any Emergency Services who may be in attendance. Nobody will be allowed to cross any cordons unless given the all clear to do so. Re-occupation of the building may only take place once there is no doubt at all about the safety of the occupants and full clearance has been given.

Traffic Control

Due consideration must be made regarding how emergency service vehicles will reach the scene. They must be directed to a rendezvous (RV) area away from the cordon and this might involve them entering the campus via differing routes e.g. Westfield Way or Longnor Road. Security Staff/IO must be prepared to stop or redirect traffic as the circumstances dictate. *(Due consideration should be given to the potential for secondary devices to have been placed in potential RV areas)*

Minimising the Risk

The risk of suspect packages can be minimised with a few simple precautions:

- Staff should maintain good access control and monitoring to their areas
- Areas should be kept clean and tidy so that any unusual items will stand out, reducing hiding places for suspect packages
- Staff should challenge strangers who are where they should not be
- Consider CCTV in areas where easy access is gained by large numbers of people or at entry points
- If there's any doubt, there's no doubt. CONTACT SECURITY. Even a small device can kill or maim as well as cause wide spread damage.

Telephone or Email Threats

Over 98% of telephone and email bomb threats made ultimately prove to be hoaxes. Genuine threats are commonly made to the police and from some groups may include a code word. However, it does not pay to take any chances and every bomb threat call must be treated seriously.

Hoax calls may be made by terrorists, pranksters, disaffected members of staff or by students who wish to cause disruption for various purposes e.g. at exam times. Hoax calls are usually brief in nature and give vague information as the caller normally wishes to terminate the call as quickly as possible. Email or text messages are usually delivered in a manner that makes every effort to hide the identity of the sender. If a warning call is a genuine, it is reasonable to assume that the caller wishes to avoid loss of life, hence the call, and hopes probably to achieve disruption and economic harm.

Anyone who receives a bomb threat by telephone should TRY NOT TO PANIC and ask the caller as many questions as possible before the call is terminated. A structured call sheet is the best way of dealing with calls and a copy of the QMUL document is attached at Appendix A of this Procedure. The questions are listed in priority order and deal with issues such as the location, appearance, timing, motive and identity of the group or persons responsible.

Write down exactly what the caller says as they are saying it, if at all possible. Try to listen to the background activity and if there are others in the office switch your phone to 'Speaker'.

Staff should normally call Security **before** any decision is made to evacuate any building. Staff should **not** call the police before Security/I/O have assessed the situation. Security/I/O will carry out a risk assessment:

- How genuine did the call seem?
- How specific was the information?
- Has a preliminary search been carried out for suspect packages, if practical?
- How familiar are staff with the area?
- Has anyone had access to that area who could have planted a device?
- What is the current security climate?
- Does the location have a particular target?
- Is there a history of such threats?

Get the caller line identity from the telephone if this is presented.

The building occupant in conjunction with Security/I/O will enact the first 'C' of the 5C Plan — CONFIRM. If a suspect device is found then the procedure becomes the same as for 'Suspect Packages'. Making a bomb threat is a criminal offence and should always be reported to the police.

Searching

It is not normal police practice for police to search a building. This is because police will not know the layout of the building and also will not be able to distinguish between legitimate items and suspicious ones.

In deciding whether to initiate a search the safety of staff and students must be the overriding priority. No one must be compelled to carry out a search. The responsibility for directing and co-coordinating a search lies with the building owner and Security.

The search should be carried out methodically with a minimum of 2 persons per floor. All rooms, toilets, offices, kitchens, corridors and stairwells should be checked. If anything suspicious is found a marker should be placed near the item (not on it) so that the police can clearly identify it.

Vehicle Bombs

Vehicle bombs are an extreme form of attack favoured by terrorists due to the extensive structural and economic damage they can cause along with the potential for large scale loss of life. A vehicle may contain 1 tonne or more of explosive. Damage will include:

- Major structural damage to buildings within a radius of 50m
- Glass fragmentation capable of killing or maiming will fall within a radius of anything up to 250m
- Metal fragments will cause injury at 500m and beyond

Minimising the Risk

Report any suspicious vehicles to Security immediately. Security will then carry out the 5C Plan. Be particularly alert for large vehicles which appear to be abandoned and are not in regular parking spots i.e. abandoned near buildings and have no permit on display.

To avoid causing alarm, staff must always park vehicles in approved parking areas and display a valid permit.

Incendiary Devices

Incendiary devices do not explode, they ignite and start fires. They are usually designed to burn intensely and generate enough heat to cause rapid fire spread. They have traditionally been used against the retail and biomedical research sectors but other industries have suffered too. These typically are secreted on the premises and are likely to be no bigger than a cigarette packet. They tend to ignite out of hours when the building is empty and so the aim is normally to cause extensive damage rather than loss of life. The attackers may plant more than one device in order to have multiple seats of fire. Damage caused by sprinkler systems is also an acceptable outcome for the attackers.

These devices are small and easily concealed; therefore screening for them in any way is not practical. However, they may be carefully but not elaborately concealed. If possible, a general look round at the end of the working day is good practice to ensure that the workplace is tidy and that no risks or hazards are present. Small packages that appear to be deliberately placed rather than just discarded should warrant suspicion. Often they are placed near material that is quickly flammable, such as soft furniture. If a suspicious item is found, **DO NOT TOUCH IT**, clear the immediate area and notify Security.

Minimising the Risk

- Effective access control is usually the best deterrent
- Staff should be alert for suspicious persons wandering around
- Staff should keep their workplace clean and tidy
- Managers and supervisors should have a routine look around at the end of the day for anything suspicious

Suicide (Person Borne) Bombs

Prior to 7th July 2005 suicide bombings were not regarded as a potential feature of the terrorist threat to this country. We now have to accept the risk of such attacks now continues to be a possibility. Suicide bombers are usually fanatical individuals who are prepared to die in the commission of their attacks. Suicide bombings typically are not preceded by any warning. A Suicide bomber is limited to what he/she can carry which would typically be 12 — 25kg of explosive. This would be enough to have a devastating effect inside a confined area or building, particularly if packed with items to act as shrapnel such as nails.

The only practical advice that can be given is that if you are suspicious of an individual you should contact Security or the police immediately giving as much detail as possible. In the event that you are faced with an individual who claims to be carrying a bomb then the response is in effect no different than if the person were to produce a gun. Stay calm, comply with all instructions and alert Security or the police as soon as practically possible. Do not do anything to alarm or unnerve the person and do nothing to endanger the safety of yourself or others. Listen patiently to the demands of the person and make repeated appeals for calm and reason until help arrives.

CBR (Chemical, Biological & Radiological) Bomb

CBR material included in devices create what are more commonly referred to as 'dirty bombs' which are designed to cause wide spread illness and death to individuals by means of spreading toxicity rather than by causing damage by exploding. CBR bombs are rare due to the difficulty in obtaining the required materials and the complexity involved in making the bomb effective. The most notable attacks are the 1995 Sarin gas attack in the Tokyo subway which killed twelve and the 2001 Anthrax attacks in the US which killed five. The response to any CBR threat is driven by the Home Office through the police and various other key agencies.

The effects of chemical agents may be immediate or apparent within a few hours, whilst those of many biological agents may not be apparent for several days. A small radiological device (i.e. a letter or small package) is unlikely to cause immediate ill effects and people may not realise they have been exposed to it until sometime afterwards. It is difficult to provide a full list of possible CBR indicators because of the diverse nature of the materials. However, some of the more common and obvious indicators are as follows:

- Warnings in or on the letter or package.
- Unexpected granular, crystalline or finely powdered material (of any colour and usually with the consistency of coffee, sugar or baking powder), loose or in a container.
- Unexpected sticky substances, sprays or vapours.
- Unexpected pieces of metal or plastic, such as discs, rods, small sheets or spheres.
- Strange smells, e.g. garlic, fishy, fruity, mothballs, peppery, meaty and rotten - but remember, if you detect a smell, not to go on sniffing it. Some CBR materials are odourless and tasteless.
- Stains or dampness on the packaging.
- Sudden onset of illness or irritation of skin, eyes or nose.
- A CBR letter or package may be hazardous without being opened if the material is in finely ground powder or liquid form.

Contaminants can enter the body the following ways:

- Inhalation
- Openings (eyes-ears)
- Skin absorption
- Mucous membrane (nose)
- Ingestion (eating)
- Skin abrasions

Security/IO will contact the Police informing them of a potential CBR incident. Their reaction will be an assessment of the situation which may result in either isolation, evacuation or a security exclusion zone. Due to various issues including wind and environmental factors a cordon may vary in size from a matter of metres to potentially miles. Such decisions will be taken by specialists working in support of the police.

A secondary cordon may be necessary to keep hold of staff/students who might otherwise spread contamination or infection. Separate those who may have been in contact with the contaminant from others who have not, to avoid any risk of cross contamination. Persons suspected of being contaminated must not leave the evacuation area unless cleared to do so by medical staff.

Minimising the Risk

- Avoid all contact, if possible. Move upwind and uphill
- Protect skin areas, preferably with a plastic-type (non-breathable) material
- Protect your eyes, nose and mouth
- Wash your hands after contact
- Do not blow into a suspicious package or shake it
- Shut down any systems that may contribute to the movement of air, such as office fans and air conditioning systems
- Close doors and windows (this is different to the procedure for a standard suspect device)
- Evacuation may not be the best solution. The emergency services will advise on this
- You need provide no more than first aid. The emergency services will assume responsibility for the treatment of casualties

Basic Security to Reduce the Bomb Threat

University staff are advised to:

- Keep the working area clean and tidy so that unaccounted for items can be spotted quickly and easily
- Be alert to suspicious persons wandering around their area. Challenge them or report them to Security
- Carry out a routine sweep of their area at the end of the working day if possible to ensure that no suspicious items have been left lying around
- Make sure all staff know what to do in the event of a bomb threat.
- Receptionists and front line staff should have a copy of the Bomb Threat Call Sheet
- Consider whether access control and CCTV is sufficient to protect their area, consulting Security for advice if in doubt
- Make sure all staff know about evacuation procedures

Telephoned Bomb Threat Checklist - Part 1

On receipt of a threat call Signal to colleagues for assistance

1. When was the message received?

Date:	Time (24 hour):
-------	-----------------

2. Source of call (circle)

Direct Dial	Operator	Internal	Call Box
-------------	----------	----------	----------

3. Callers number (if available): -

4. Record what was said – Exact Message

Code word (if used):-	Message (Exact words where possible):
-----------------------	--

5. Ask – Where is the bomb?

What part of building?

Inside or outside?

Front or back?

Is it in a vehicle?

How many devices are there?

Is the caller familiar with the location? Y/N

6. Ask – what is it like?

Description – large, small, in a bag, colour, smell?

(continue on reverse if necessary)

7. Ask – when will it explode?

Date?	Time?
-------	-------

What will make it explode?

Is it booby-trapped?

When was it planted?

What is the explosive?

8. Ask – who is calling?

Who are you?

What organisation do you represent?

Who placed the bomb?

Why are you doing this?

Where are you now?

What is your phone number?

Inform supervisor / manager / coordinator

Name informed: -

Time informed: -

Contact Security Services on Ext: 3333 on Campus or 020 7882 3333 from off Campus

Time informed: -

Complete Part 2 once caller has hung up and manager or security have been informed.

Telephoned Bomb Threat Checklist - Part 2

9. Duration of call (minutes): -

10. Caller's identity and Characteristics

Male/Female

Adult/Youth/Child

Nationality:

Age:

Circle what best describes the caller

VOICE	SPEECH	BACKGROUND NOISE
Loud/Soft	Fast/Slow	Loud/Quiet/Echoing
High pitched/Deep	Distinct/Distorted	Street or Traffic?
Hoarse/Smooth	Stutter or Slurred	Aircraft/Trains/Machines
Pleasant?	Nasal?	Music/Pub/Party
Disguised?	Muffled?	Voices/Children/Animals

Describe anything distinctive in other remarks.

ACCENT	MANNER	COMMAND OF LANGUAGE
Local – Y/N	Calm/Angry	Excellent
Regional – describe	Rational/Irrational	Good
	Coherent/Incoherent	Fair
	Rambling/Abrupt	Poor
	Laughing	Did message appear read? Y/N
Foreign – describe	Did caller's voice remind you of anyone? Insert detail below	
Obscene		
Emotional		
Drunk or Intoxicated?		

Describe anything distinctive in other remarks.

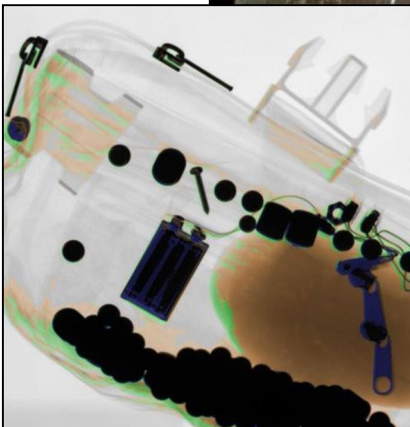
Other remarks: -

Signature: -

Print Name: -

Date: -

Postal Bombs and Suspect Packages



POSTAL BOMBS AND SUSPECT PACKAGES

Threat Assessment

The Security Service advises that the current threat to the UK from terrorist activity is SEVERE as from 31st August 2016. This means there is a strong possibility of future terrorist attacks and indicates a continuing high level of threat to the UK. For up to date information visit the Security Services website at www.mi5.gov.uk

It does not pay to take any chances and we can never rule out the use of these devices by extremist groups. Animal Rights activists, for example, still use this method of attack.

Advice from Counter Terrorist Police

The 'HOT' approach illustrated in the slide below is used by police in presentations provides some very useful guidelines;

HOT

If you discover (or are called to) an unattended item or an object that appears out of place, consider the following HOT characteristics when attempting to confirm its status:

- H** Has the item been **hidden**? Has any attempt been made to conceal it from view or place it where accidental discovery is unlikely? *Innocent items are not usually hidden deliberately. Explosive devices, because of the consequences of the device being found before it functions, are not usually left in the open.*
- O** Is the item **obviously** suspicious? Does it look like a bomb? (Does it have wiring; circuitry; a power supply or something that may be explosives attached to it? Has it been found after a suspicious event?) *Does it look like any of the items you have seen during training or security briefings?*
- T** Is the item **typical**? Of what you might reasonably expect to find in the given location? *For example, lost property is often found in locations where people congregate or wait before moving to a new location*

What to look for

The following are signs that a package may be suspect, particularly where 2 or more of these indicators are present:

- Unusually heavy for its size
- A jiffy bag or similar padded envelope is often used
- Heavier at one end than the other
- Grease or 'sweat' stains on the wrapping
- A 'springy' feel to the outer packaging
- Smell of marzipan, ammonia or almonds
- Appearance of wires or tinfoil
- Excessive postage paid
- Unusual or foreign handwriting/spellings
- Unusual post marks, postage paid marks or from unusual origin
- Addressed to a job title rather than a person (e.g. 'The Managing Director') or poorly or inaccurately addressed
- Incorrect titles or unusual or foreign writing
- Excessive packaging/wrapping
- Restrictive markings such as 'Personal for...'
- Foreign or air mail or special delivery
- No return address or from an unusual origin
- There is an additional inner envelope tightly taped
- The envelope flap is stuck down completely (there is normally 35mm un-gummed each side)
- There is a pin sized hole in the envelope or wrapping

It is not necessary to open a letter bomb in any particular way in order to detonate it - any attempt at opening, however slight, may set it off. However, an item sent through the post or by recognised carrier will probably have received fairly rough handling and is unlikely to contain a timing device since delivery time is uncertain. Items delivered by courier may do so, however.

An example of what to look for on a suspect package:

What to do

Postal bombs are usually designed to detonate on opening, unlike other devices that explode on movement or at a pre-set time. Suspect packages therefore can be moved, as they will already have withstood the rigours of the postal service.

- Place the item on a clear table top. **Do not put it in water.**
- Alert Security immediately. (Tel: 020 7882 3333)
- Evacuate the area and stay out of line of sight of the device
- Leave doors and windows open
- Follow all instructions by Security or the Police

Sample questions to ask the addressee in the case of suspect parcels:

- Is the addressee familiar with the name and address of the sender?
- Is the addressee expecting correspondence from the sender? If so, what is the nature of the correspondence?
- If correspondence were expected, what would be the contents of the item and its approximate size?
- If the sender is unknown, is the addressee expecting any other business correspondence from the area of origin of the suspect postal item?
- Is the addressee aware of any friends, relatives, or business acquaintances currently on vacation or on business trips in the area of origin?
- Has the addressee purchased or ordered any merchandise from any business that might be located area city of origin?
- Has the addressee returned for repair or replacement any items, such as a camera, wristwatch or radio etc?
- Can the addressee think of any reason whatsoever why he/she would be receiving mail from the originating area?
- Has the addressee recently joined or contributed to any organization that might send correspondence from the originating address of the item?

The Threat from Chemical, Biological and Radiological (CBR) Bombs

CBR bombs or so called 'dirty bombs' are designed to cause illness and death to individuals by means of spreading toxicity rather than by causing damage by exploding.

The effects of chemical agents may be immediate or apparent within a few hours, while those of most biological agents may not be apparent for several days. A small radiological device (i.e. a letter or small package) is unlikely to cause immediate ill effects and people may not realise they have been exposed to it until sometime afterwards.

It is difficult to provide a full list of possible CBR indicators because of the diverse nature of the materials. However, some of the more common and obvious indicators are as follows:

- Warnings on the letter or package.
- Unexpected granular, crystalline or finely powdered material (of any colour and usually with the consistency of coffee, sugar or baking powder), loose or in a container.
- Unexpected sticky substances, sprays or vapours.
- Unexpected pieces of metal or plastic, such as discs, rods, small sheets or spheres.

- Strange smells, e.g. garlic, fishy, fruity, mothballs, peppery, meaty and rotten - but remember, if you detect a smell, not to go on sniffing it. Remember, too, that some CBR materials are odourless and tasteless.
- Stains or dampness on the packaging.
- Sudden onset of illness or irritation of skin, eyes or nose.
- A CBR letter or package may be hazardous without being opened if the material is in finely ground powder or liquid form.

Contaminants can enter the body the following ways:

- Inhalation
- Openings (eyes-ears)
- Skin absorption
- Mucous membrane (nose)
- Ingestion (eating)
- Skin abrasions

Many of the security procedures already outlined in this procedure will be applicable. If you come across a suspect item which fits any of the descriptions outlined above:

- Avoid all contact, if possible. Move upwind and uphill
- Protect skin areas, preferably with a plastic-type (non-breathable) material
- Protect your eyes, nose and mouth. Keep them away from the package
- Wash your hands after contact
- Do not blow into the package or shake it
- Shut down any systems that may contribute to the movement of air, such as office fans and air conditioning systems
- Close doors and windows (this is different to the procedure for a standard suspect device)



Trust your instincts

If something seems wrong it probably is

Leave the package alone

Evacuate the area

Report it immediately to Security

Key Contacts and Information

Miscellaneous Emergency Contact Numbers	
Floodline	0345 988 1188
Water (Castle Water)	01250 718 700 (Customer Service 8am – 6pm)
Water (Thames Water)	0800 316 9800 (Flooding & Leaks 24 hrs)
Electricity (UK Power Network)	0800 316 3105
Gas (National Grid)	0800 111 999/ 0207 004 3000
Police / Fire / Ambulance	999
NHS	111
QM Health & Safety	020 7882 6935 / 020 7882 5701
QM Security	020 7882 5000
QM IT Services	020 7882 8888 / 07881 857 558
BOC – Edward Green	020 8981 1567 / 07776 172 341 edward.green2@boc.com

TABLE 5: INCIDENT MANAGEMENT TEAMS CONTACT LISTS

Gold - Strategic Level (All contact should be made via Security Control out of hours)

Name	Position	Office
Professor Colin Bailey	Principal	020 7882 5061
Professor Matthew Hilton	Vice-Principal & Executive Dean (Humanities & Social Sciences)	020 7882 3006
Professor Edmund Burke	Vice-Principal & Executive Dean (Science & Engineering)	020 7882 3031
Professor Peter McOwan	VP for Public Engagement and Student Enterprise	020 7882 3031
Professor Bill Spence	Vice Principal (Research)	020 7882 5006
Professor Steve Thornton	Vice Principal (Health) & Executive Dean	020 7882 2258
Professor Stephane	Vice-Principal (Teaching & Learning)	020 7882 5006
Professor Colin Grant	Vice Principal (International)	020 7882 3006
	Chief Operating Officer	020 7882 5702
Ian McManus	Director of Estates Facilities & Capital Projects	020 7882 8901
Sarah Cowsls	Director of Student and Academic Services	020 7882 7385
Deputy to Sarah Cowsls – Kate Price	University Librarian	020 7882 5610

	Chief Information Officer	020 7882 5933
Joanne Jones	Finance Director	020 7882 5302
Dalia Dasgupta	Interim Director of HR	020 7882 6592
Zarah Laing	Director of Health & Safety	020 7882 8967
Jonathan Morgan	Academic Registrar & Council Secretary	020 7882 5072
Maggie Leggett	Director of Marketing and Communications	020 7882 8116
Sharon Ellis	Acting Director of Research Services and Business Development	020 7882 6750
Dr Rob Bennett	COO (School of Medicine and Dentistry)	020 7882 2259
Catherine Murray	Director of Strategic Planning	020 7882 8935
Marta Timoncini	FOO (Humanities and Social Sciences)	020 7882 6172
Anne Parry	FOO (Science and Engineering)	020 7882 8860
Kathryn English	EO to the Chief Operating Officer	020 7882 8424
Steven Exley	Assistant Director Estates & Facilities (Residential Services)	020 7882 6972
Mike Digby	Head of Security & Emergency Planning	020 7882 5019

Silver - Tactical Level

Name	Position	Office
	Assistant Director Estates & Facilities (Infrastructure & Maintenance)	020 7882 8383
Lynda Bradish	Assistant Director Estates & Facilities (Facilities Management)	020 7882 6996
Nick Davie	Assistant Director Estates & Facilities (Property & Space Management)	020 7882 6942
Suzanne Cantelo	Head of Residential Experience	020 7882 7357

Mike Wojcik	CEO, Students' Union	020 7882 8033
James Cornwall-Walker	Head of Catering and Hospitality	020 7882 6234
Dr Kristian Hibberd	Assistant Director of Communications	020 7882 2902

Silver - Tactical Level Support

Name	Position	Office
John Dennis	Reader in Molecular Nanostructural Materials, Physics	020 7882 3412
Ruth Rose	Facility Technician, Fogg, SBCS	020 7882 4620
Jill Evans	Head of Administration, SLLF	020 7882 8300
Rose Frampton	Finance Manager, History	020 7882 8355
Jules Deering	Technical Director, English & Drama	020 7882 8526
Marie Gallagher	Deputy Head of Administration, School of Business	0207 882 5946
Michelle Day	Laboratory Manager, Geography	020 7882 2715
Pauline Ellis-Sackey	Admin Support Officer, Finance	020 7882 7925
Odetta Graves	PA, IT	020 7882 5933
Julie Herd	PA, Council Secretariat	020 7882 3354
Lessia Djakowska	Office Manager, QM Innovation	020 7882 5391
Tanya Choudhury	Facilities & Admin Manager, SU	020 7882 8456
Sarah Birdsall	Interim Head of Public Relations	020 7882 7927
David Boakes	Assistant Director, Student/Staff Services & Transition, IT Services	020 7882 5887
Tom King	Acting Assistant Director Research, IT Services	020 7882 8011
Jason Bunning	Interim Assistant Director Applications, IT Services	020 7882 2755
Catherine Burden	Residences Safety & Compliance Officer, EAF	020 7882 5846
Linda Happe	Manager, Nursery	020 7882 2790
Lauren Hall	EA, Chief Operating Office	020 7882 5702

Nilufa Yasmin	Development Manager, Alumni Relations & Fundraising	020 7882 6429
Christine Sofianos	Director of Operations, Institute of Health Sciences Education	020 7882 2617
Steve Moore	Learning Resources and Facilities Manager, SMD	020 7882 2216
Ellie Stewart	Institute Manager, Wolfson Institute	020 7882 3505
Monica Canosa	Deputy Institute Manager, Blizard Institute	020 7882 6615
Michael Schofield	Laboratory Manager, Blizard Institute	020 7882 2324
Deborah Buckle	Lab Manager, Barts Cancer Institute	020 7882 3568
Lorna Ireland	Assistant General Manager, Institute of	020 7882 6616
Steven Coppen	Lab Manager, WHRI	020 7882 8234
Tracey Williams	Schools Space Manager, SMD	020 7882 2255
Geraldine Hansen	BSU, Mile End	020 7882 2265
Marcia Bennett-Pompey	Occupational Health Advisor	020 7882 8700
Mark Ariyanayagam	Biological Safety Adviser	020 7882 8378
Steve Carter	Radiation Protection Officer	020 7882 3369
James Martin	Campus Maintenance Manager, ME	0207 882 8449
Neil Florey	Campus Maintenance Manager, CHSQ	020 7882 8388
Colin Powell	Campus Maintenance Manager, Residences	020 7882 3376
Anil Gooneratne	Campus Maintenance Manager, WC	020 7882 7231
Kate Price	University Librarian, Library Services	020 7882 5610
Simon Jarvis	Head of Disability and Dyslexia	020 7882 2765
Fiona Marsh	School Manager, SBCS	020 7882 6536
Rupal Vaja	School Manager, EECS	020 7882 7270
Jackie Dawes	School Manager, SEMS	020 7882 8737
Joanne Young	School Manager, Maths	020 7882 5485
Lara Fothergill	School Administrative Director, English &	020 7882 8574

Anna Dulic-Sills	Head of Administration, Geography	020 7882 8128
Emma Yates	Director of Administration, History	020 7882 5630
Nerys Evans	Director of Administration, Law	020 7882 3922
Marlon Gomes	Director of Administration, Politics	020 7882 8603
Vacant	Information and Log Keeper	
Tony Harrison	Facilities Coordinator, Charterhouse Square	020 7882 8185
Delphine Purves	Institute Manager, Barts Cancer Institute	020 7882 3501
Sue Keefe	Director of BSU	020 7882 2254
Christine Murray	Office Manager, LIF	020 7882 5080

Bronze - Operational Level

Name	Position	Office
John Jarvie	Security Shift Manager	020 7882 5000
Ahcene Chemali	Security Shift Manager	020 7882 5000
Jakub Krol	Security Shift Manager	020 7882 5000
Nazir Ahmed	Security Shift Manager	020 7882 5000
Monshur Bari	Security Shift Manager	020 7882 5000
Keith Vagg	Senior Fire Safety Adviser	020 7882 8384
James Martin	Maintenance Manager, ME	020 7882 8449
Neil Florey	Maintenance Manager, CHSQ	020 7882 8388
Anil Gooneratne	Maintenance Manager, WC	020 7882 7231
Colin Powell	Maintenance Manager, ME	020 7882 3376
Barbara Ashcroft	Head of Housing Services	020 7882 7027
Suzanne Cantelo	Head of Residential Experience	020 7882 7357
Paul Smallcombe	Records & Information Compliance Manager	020 7882 7596
Derek Slade	EAF Helpdesk Manager	020 7882 3455 020 7882 8390

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