



University of Essex

Crisis Management Plan

September 2011

Contents

- 1. DEFINITION AND PROCEDURES5
 - 1.1 Definition of “Crisis”5
 - 1.2 Procedures6
 - 1.3 Monitoring and Review6
- 2. CRISIS MANAGEMENT7
 - 2.1 The Crisis Management Group7
 - 2.2 Crisis Management Group Objectives7
 - 2.3 Crisis Management Group Instructions7
 - 2.4 Composition of the Crisis Management Group8
 - 2.5 Group Member Roles11
 - 2.5.1 CMG Co-ordinator11
 - 2.5.2 CMG Operations and Administration Managers11
 - 2.5.3 Communications11
 - 2.5.4 Student Support11
 - 2.5.5 Estate Management12
 - 2.5.6 Human Resources12
 - 2.5.7 Information Systems12
 - 2.6 Group Call-Out Procedures13
 - 2.7 Control Suites13
 - 2.8 Agenda for Meetings14
- 3. STANDING DOWN AND REVIEW14
 - 3.1 Standing Down14
 - 3.2 Review14
- APPENDIX A15
- CMG Co-ordinator15
- CMG Operations & Administration manager18

ESTATE MANAGEMENT.....	19
Human Resources.....	22
Communications.....	24
Student Support.....	28
Finance.....	30
Information Systems.....	31
RECOVERY AND RETURN TO NORMAL BUSINESS OPERATIONS.....	32
Helplines.....	33
Health & Safety & Fire.....	34
APPENDIX B.....	36
APPENDIX C.....	37

INTRODUCTION

The University recognises the need to produce a comprehensive Crisis Management Plan (CMP) to deal with the immediate consequences and aftermath of a major emergency situation. This CMP relates to the University's three campuses at Colchester, Southend and Loughton.

The CMP concentrates on dealing with major emergencies involving physical damage to University assets, incidents that threaten the health and safety of students, staff or visitors, the operational structure and/or reputation of the University and incidents which require special measures to restore normal operations.

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

The aims of the Plan are to:

- protect human life;
- manage the crisis;
- protect the University's reputation;
- maintain business continuity by securing the University's infrastructure and facilities;
- return the University to normal business operations as soon as possible and handover responsibility to the University Steering Group.

The Plan makes provision for the mobilisation of the Crisis Management Group (CMG) which is a standing group of individuals (with alternates) who will be responsible for the immediate handling of the crisis, or potential crisis, and for co-ordinating the University's response. Their objectives will be to establish the extent of the problem and to ensure correct information is provided to all parties involved. The CMG will subsequently establish immediate response strategies and tactics, deploy appropriate resources and initiate emergency-recovery processes. It will also maintain effective communication with those potentially affected by the crisis. When activated, the CMG will meet in pre-designated Control Suites.

The Plan will be:

- i) reviewed annually and suitable amendments made;
- ii) tested regularly by a simulation exercise involving members of the CMG;
- iii) published on the University website in non-confidential format and its existence will periodically be brought to the attention of the University community.

1. DEFINITION AND PROCEDURES

1.1 Definition of “Crisis”

For the purposes of this Plan a “crisis” is an incident which, because of its scale or impact, is beyond the scope of resolution by normal mechanism or decision making authority within acceptable time scales. The characteristics of a crisis are:

The University needs to act fast

AND

There is a need for extensive cross-departmental co-ordination

AND EITHER

There are potentially major negative PR consequences

OR

There is a major disruption to the operation of the University

General guide for defining levels of incident:

- Level 1: a relatively minor or local incident causing no serious physical threat to personnel or property. May result in a limited disruption of services, involve no legal ramifications and pose no threat to the reputation of the University.

CMP/CMG activated: NO

- Level 2: situations or incidents which pose a potential threat to personnel or property and/or can cause disruption to the operation of the University. May threaten the reputation of the University or have potential legal ramifications. May involve the isolation and/or evacuation of part of a building and assistance from the external Emergency Services.

CMP/CMG activated: POSSIBLY

- Level 3: major incidents which (if not already) have the potential to escalate quickly into disasters. Will significantly (if not already) threaten human injury or life and affect the reputation of the University. May compromise the functioning of an entire department or facility, building or group of buildings, causing disruption to the University’s overall operation. Major efforts required from the University’s own support services as well as from the external Emergency Services.

CMP/CMG activated: YES

- Level 4: Standing down from a major incident/crisis

CMP/CMG activated: YES

1.2 Procedures

The University's response to, and recovery from, a crisis will be achieved by the CMG working to Checklists provided for each CMG member within this Plan (Appendix A). These Checklists enable daily objectives to be set, priorities established and tasks assigned.

Where appropriate, other relevant documents and emergency procedures will be referred to, for example, Crisis Public Relations Plan, Responding to the Death of a Student, Management of Communicable Diseases at the University of Essex-Communication and Management Principles and Protocol, and Patrol Officer Standing Instructions.

The CMG shall meet as often as is necessary for status reporting, debriefing etc. and not less than every 24 hours following Call-Out, until it is agreed that less frequent meetings are required. Meetings will take place in the nominated Control Suite and follow a set agenda (Appendix B).

Any CMG member receiving notification of a potential crisis is required to implement the CMG Call-Out procedure (Appendix C).

In the event of public or media interest CMG members must refer enquiries to the Communications Office and avoid any personal comments of their own. Where communication is essential (rarely the case) comments will be restricted to:

- confirmation of the obvious;
- the welfare of our students, staff and visitors is our immediate priority;
- cause and effect are under investigation;
- implementation of the University's contingency plan is in progress;
- a detailed statement will be provided by the corporate spokesperson as soon as possible.

1.3 Monitoring and Review

A senior member of the CMG will be nominated to be responsible, with advice from the other members of the CMG, for monitoring developments throughout the year that may impinge on the effectiveness of the Plan.

The Plan will be reviewed annually by CMG and a report made to the University Steering Group, which will inform the University's Risk Management Policy.

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

A review will be undertaken by the CMG within a month of any crisis event to identify any lessons to be learnt or follow up action required.

2. CRISIS MANAGEMENT

2.1 The Crisis Management Group

The Crisis Management Group is composed of nominated members (or alternatives) and is required to pursue the aims of the Plan which are to:

- protect human life;
- manage the crisis;
- maintain business continuity by securing the University's infrastructure and facilities;
- protect the University's reputation;
- return the University to normal business operations as soon as possible and handover responsibility to the University Steering Group.

2.2 Crisis Management Group Objectives

Primarily objectives of CMG will be to:

- confirm there is a crisis;
- determine the scope and impact of the crisis;
- develop a strategy to deal with the immediate impact of the crisis;
- prioritise immediate actions. Minimise further damage/harm;
- allocate individual and/or group responsibilities for implementing action;
- deploy resources and equipment;
- communicate information, advice and instructions;
- monitor and re-evaluate conditions.

The CMG will also:

- respond quickly and calmly as the incident develops;
- be familiar with the CMP and any updates;
- use the CMP as the basis for dealing with the crisis;
- give priority to the recovery programme;
- assign essential duties to other staff during critical recovery stages.

2.3 Crisis Management Group Instructions

In the event of being called from home each member of CMG will be required to bring their mobile telephone, appropriate clothing, sustenance and personal medicines.

2.4 Composition of the Crisis Management Group

While team membership will vary depending on the nature and extent of the incident, the following is the core membership of the University's CMG for each campus.

2.4.1 Colchester Campus

Role	Member	Alternates
CMG Co-ordinator	Wayne Campbell	Tim Morris
Student Support	Rachel Fletcher	Paula Rothero
Human Resources	Sue Edean	Alan Charnock
Estate Management	Andrew Nightingale	Keith Mason
Information Systems	Richard Murphy	Brett Giddings
Communications	Jenny Grinter	Monica Illsley
Operations Manager	Joanna Carrington	Richard Stock
Administration Manager	Maz Brook	Rachel Frost

Additional staff members will be brought into discussions, depending on the nature of the incident.

Role	Member
Finance	Andrew Connolly
Student Accommodation	Linda McCanna
Security	Paul Humphreys
Occupational Health	Lara Carmel
Students Union	Craig Stephens
Venue Essex	Eleanor Totman
Fire Officer	John Crust
Health & Safety Manager	Claire Saunders

2.4.2 Southend Campus

Role	Member	Alternates
CMG Co-ordinator	Wayne Campbell	Christine Bartram
Student Support	Rachel Fletcher	Paula Rothero
Human Resources	Sue Endean	Alan Charnock
Estate Management Section	Andrew Nightingale	Lee Winters
Information Systems	Richard Murphy	Bret Giddings
Communications	Jenny Grinter	Monica Illsley
Operations Manager	Maz Brook	Richard Stock
Administration Manager	Rachel Frost	–
Administrative Support	Suzanne Harrison	Jenny Iddon

Additional staff members will be brought into discussions, depending on the nature of the incident.

Role	Member
Student Support / Admin	Terry King
Student Accommodation	Linda McCanna
Information Systems	Matt Softly
Local Communications	Claire Lindsay
Facilities/Security	Nick Cant Maria Watson
Business Hub	Judy Velden
Fire Officer	John Crust
Health & Safety Manager	Claire Saunders
Occupational Health	Lara Carmel
Director of East 15	Leon Rubin / Sarah Rowe

2.4.3 Loughton Campus

Role	Member	Alternates
CMG Co-ordinator	Wayne Campbell	tbc
Student Support	Rachel Fletcher	Paula Rothero
Human Resources	Sue Endean	Alan Charnock
Estate Management Section	Andrew Nightingale	Roy Abbott
Information Systems	Richard Murphy	Bret Giddings
Communications	Jenny Grinter	Monica Illsley
Operations Manager	Joanna Carrington	Richard Stock
Administration Manager	Maz Brook	Rachel Frost
Administrative Support	Margaret Taylor	Amanda Nelson

Additional staff members will be brought into discussions, depending on the nature of the incident.

Role	Member
Director of East 15	Leon Rubin
Student Accommodation	Linda McCanna
Local Communications	Leon Rubin / Sarah Rowe
Facilities/Security	Graham Cushway
Fire Officer	John Crust
Health & Safety Manager	Claire Saunders
Occupational Health	Lara Carmel

The CMG is required to respond with due regard to the quality of the information available and the scale and impact of the crisis. The responsibility for the immediate level of response lies with the CMG Co-ordinator (or alternative) or if not immediately available, any other CMG Member. CMG will be convened (Appendix C) and the CMP invoked if an incident is of such scale or effect as to trigger a Level 2 or 3 call-out (or has the potential to justify such a call-out).

2.5 Group Member Roles

2.5.1 CMG Co-ordinator

The CMG Co-ordinator is responsible for all actions of the CMG in fulfilling the objectives of the CMP. Specifically to:

- maintain overall executive control and co-ordinate actions;
- co-opt any other member of University staff to assist with the incident;
- liaise with the Director of Finance.

2.5.2 CMG Operations and Administration Managers

To work with the CMG Co-ordinator, organise the Control Suite, logging and dealing with queries, recording CMG actions and decisions, maintaining an official record of events, relaying information as required. This role will also have responsibility for arranging clerical/secretarial/reception support for the CMG, as required.

2.5.3 Communications

Responsible for all information releases and to:

- interface with Vice-Chancellor and/or senior management team;
- manage all University statements, media releases and interviews, arrange press conferences and media visits;
- monitor press/media coverage and take action as required;
- manage internal communications with staff and students;
- set up and manage telephone Helplines to deal with press enquiries;
- advise on actions necessary to protect the University's reputation; and
- liaise with Director of Student Support and Human Resources.

2.5.4 Student Support

Responsible for assistance to students and for liaison with the Communications office in relation to communication and information, including:

- co-ordinate provision of assistance for directly affected students;
- organise crisis information and helpline for internal and external enquiries (excluding press enquiries);
- work closely with Director of Residential Services in the event of student accommodation being directly affected;
- organise responses regarding pastoral care including counselling, chaplaincy or other services for students (and in some cases staff);

- co-ordinate liaison with family members in event of student death(s); and
- liaison with relevant external organisations (in conjunction with other members of CMG- e.g. Coroners Office and Health Protection Agency).

2.5.5 Estate Management

Responsible for checking the damaged location, dealing with Security and the Emergency Services and to:

- organise the containment and assessment of physical and environmental damage;
- initiate and control the restoration of building services, communications and access for business continuity;
- co-ordinate in salvage, damage management and clean up operations;
- locate, supply and equip alternative workspaces or non-residential accommodation as necessary; and
- locate temporary residential accommodation in conjunction with the Director of Residential Services.

2.5.6 Human Resources

- To ensure at all times the health and safety of all persons at any affected locations and to assess and provide expert advice in relation to specific hazards. To liaise with the Health & Safety Executive, Environment Agency and any other relevant statutory authority including Colchester Borough, Southend on Sea Borough Council, Epping Forest District Council and Essex County Council Emergency Planning Teams. (Safety Officer).
- Liaison with staff including Heads of Departments.
- Co-ordinate provision of assistance for directly affected staff.
- Co-ordinate liaison with family members in event of staff death(s).

2.5.7 Information Systems

Responsible for all aspects involving Information Services. Specifically to:

- assist in damage assessment, salvage and clean up operations;
- implement the University's separate IT/IS contingency plan if applicable;
- restore and secure IT systems, applications, data etc.;
- provision of emergency web pages and assistance with internal and external communication (e.g. email or SMS communication to students and staff); and
- Provide advice to the CMG and others on the IT/IS implications of the incident.

2.6 Group Call-Out Procedures

Contact information is held in Microsoft Outlook under the heading of 'Crisis Management Group'.

If a level 2 or 3 incident takes place the callout procedure, as set out in Appendix C, will apply.

2.7 Control Suites

The Control Suite is the Operations Centre for the CMG. Locations depending on access and availability are:-

Campus	Control Suite A	Control Suite B
Colchester	Operations Room – i-lab (inner and outer) Press Briefing Room – CB12	Operations - 4S.3.3, 4S.3.5, 4S.3.7 (Lab N) Press Briefing Room - 5N.7.21
Southend	Operations Room – Floor 2 Admin area, Gateway Building Press Briefing Room – TBC	Student Common Room, University Square Clifftown Studios
Loughton	Operations Room – Unit 4 Computer Lab Press Briefing Room – Roding House	Operations Room – Courtyard Studios (Hatfields) Press Briefing Room – Dance Studios (Hatfields)

2.7.1 Access to Control Suites

Colchester campus: will be via digital control locks and standard best key system.

Southend Campus: will be via access cards and standard best key system.

Loughton Campus: will be via standard best key system.

2.7.2 Additional Information and Materials

- Control Suites will contain confidential and sensitive information – during incidents entry must be controlled and restricted to authorised personnel only.
- Control Suites are NOT to be used for press, media or staff/student briefings.
- A copy of the CMP will be pre-positioned in each Control Suite in secure storage.
- Control Suites have been chosen to provide access to sufficient accommodation for the CMG, adequate telephone and PC connections, photocopier and fax machine availability.
- Pre-positioned supplies shall include:

An up to date copy of this Plan, any separate relevant emergency protocols and Contact information;

First aid box; Fluorescent jackets; University telephone directory (hard copy);

Stationery (pads, pencils, pens, clips, etc.); Reels of Red/Orange Tape, No Access signs.

Protective Hats; Wind up Torches; Local Telephone Directory, Yellow Pages;

Tags/badges for identification purposes; Up to date maps of campus and building plans;

mobile phone charger(s); Kettle/mugs and tea/coffee/milk/biscuits/ bottled water;

Wind-up radio; and Black tie.

The CMG Operations and Administration Managers and/or alternates will check and refresh supplies at Colchester Campus on a regular basis, where appropriate.

The Administrative Support at Southend and Loughton Campuses will check and refresh supplies on a regular basis, where appropriate.

2.8 Agenda for Meetings

CMG will constantly evaluate the degree of threat to the staff, students, property, business continuity and reputation of the University. The agenda for each meeting is set out in Appendix B.

Crisis team members are required to take breaks of a minimum of twenty minutes per four hour period.

3. STANDING DOWN AND REVIEW

3.1 Standing Down

CMG will assess the situation at regular intervals and will agree on the appropriate time for the transfer of executive responsibility to senior managers of the University on a partial or full-time basis. At the appropriate time a report will be sent to the University Steering Group detailing the issues requiring ongoing management and recommending the standing down of CMG.

3.2 Review

CMG will reconvene as soon as possible within two calendar months of standing down to review the handling of the crisis and assess whether procedures and /or the Plan require amendment.

CMG CO-ORDINATOR

ACTIVITY	ACTION	DATE	SIGNED
	REQUIRED	ACTIONED	
MANAGE THE CRISIS			
Instruct on essential emergency action			
Make a list of required personnel			
Check that CMG staff are aware of access procedures			
Telephone or see the Vice Chancellor and/or USG (with Spokesperson)			
Contact Director of Finance			
Check that Human Resources have contacted Department Heads and managers and staff and informed them of arrangements.			
Instruct messages to be sent to all (or sub set of) students, e.g. email, SMS.			
Check that Communications have informed students of arrangements			
Check that Residential Services Manager has been informed re number of students from university accommodation to be found accommodation			
Staff/student immediate needs known			
Alternative locations notified of need for temporary accommodation			
Detail Team Member (Estates) to inspect possibly suitable alternative locations			
Brief Helpline personnel on messages			
Can staff be given access to damaged location?			
Damage assessments finalised and replacement needs established			
Removal and transport of assets from damaged location agreed			

PROTECT THE UNIVERSITY'S REPUTATION			
Check that Communications have informed all Department Heads of new arrangements and when they can resume courses			
Arrange venue for briefing staff and students (with Spokesperson and Student Support)			
Liaise with Communications to prepare handout for circulation on temporary arrangements			
Liaise with Estates to determine access to damaged zones to retrieve personal possessions and University assets			
BUSINESS CONTINUITY			
Liaise with Estates re usable/unusable areas and additional resources/services required			
Allocate available facilities to meet immediate short term course needs			
Agree restoration programme with CMG members			
Ensure Timetables are set for:			
Preparing up-date report of new arrangements and estimated timetable for recovery of services for Vice-Chancellor			
Agreeing recovery strategy, if required			
Preparing details of move back to old location or permanent alternative location and communication lines			
Project Management Team for major works			
Equipment needs and office supplies requirements			
Preparing written instructions on temporary working arrangements			
Detail special arrangements - additional expenses			
Agreeing space allocation with Department Heads			

Checking new building specification against requirements			
Checking position of legally binding contracts which may be threatened by the new situation (Purchasing)			

CMG OPERATIONS & ADMINISTRATION MANAGER

ACTIVITY	ACTION		DATE
	REQUIRED	ACTIONED	SIGNED
Control Suite established and control of access arranged.			
Set up Situation Whiteboard (s) in Control Suite : Overall crisis information; Sign-in and whereabouts of CMG members; Latest updates.			
Monitor and record all movements to new locations			
Telephone /fax lists updated and distributed			
Hotline for external enquiries set up			
Log book provided for recording events/meetings			
PC/secretarial services available			
Acquire radio from Information Desk			
Special needs of CMG established			
Document preliminary findings and actions			
Add new numbers to emergency telephone list			
Issue telephone contact list to CMG members			
If necessary prepare schedule for 24 hour operation of Control Suite			
Put CMG alternates on standby			
Take minutes at meetings			
Act as support / resource to members of CMG in completing actions			
During a crisis situation, ensure that clear notes are taken and are readily available for members to act upon / review			
Ensure actions for meetings are completed			

ESTATE MANAGEMENT

ACTIVITY	ACTION	DATE	SIGNED
	REQUIRED	ACTIONED	
PROTECT HUMAN LIFE			
Shut down “at risk” utility supplies e.g. gas			
Instruct all entering the building of no-go areas and precautions to be taken (with Safety)			
ACTIONS TO MANAGE THE CRISIS			
Unusable areas identified			
Damage limitation services called			
Provide site plans and mark up restricted areas			
Inform Security of actions placed in hand and any temporary reporting procedures			
Advise tenants, if appropriate			
Specialist services briefed			
Check availability of supplies. Place orders			
Specify items to be recovered from the damaged site			
Check recovered items against original asset list			
ACTIONS TO PROTECT THE UNIVERSITY’S REPUTATION			
Usable areas established – immediate access			
ACTIONS FOR BUSINESS CONTINUITY			
Additional services/resources called in			
Establish replacement requirements for building contents			
Building – agree termination of lease if relevant			

Estate Management: Security

ACTIVITY	ACTION	DATE	SIGNED
	REQUIRED	ACTIONED	
PROTECT HUMAN LIFE			
Secure surrounding area			
Co-ordinate evacuation arrangements			
If required obtain protective clothing for persons wishing to enter building (with Safety)			
All persons accounted for (liaise with Emergency Services)			
Contractors on site – all accounted for			
Maintain Authorised Visitor Register			
Inform Desk Officer of authorised persons who may need access to the premises			
ACTIONS TO MANAGE THE CRISIS			
Implement CMG callout procedure			
CSS or first responder to brief CMG			
Confirm Control Suite location (normally Information Desk or CMG suite)			
Assess and confirm all revised security requirements			
ACTIONS FOR BUSINESS CONTINUITY			
Install back-up telephone exchange if available			

Estate Management: Maintenance

ACTIVITY	ACTION	DATE	SIGNED
	REQUIRED	ACTIONED	
PROTECT HUMAN LIFE			
Instruct on access to damaged zones to retrieve personal possessions and University assets			
ACTIONS TO MANAGE THE CRISIS			
Servicing arrangements for special plant and equipment			
Call all services necessary to deal with outstanding problems			
Instigate clean-up of accessible areas			
Arrange for supply of mobile sanitation facilities for the location			
Arrange regular servicing and maintenance of sanitation facilities			
Usable areas established – in a few days			
Order or hire all outstanding requirements			
ACTIONS FOR BUSINESS CONTINUITY			
Building services operational?			
Instruct Maintenance operatives/Contractors			
Arrange temporary power source			
Specialist structural assessment required?			
Put on standby Companies that will be required in future			
State who standby companies will report to and agree immediate actions required			
Call service providers as required			
Prepare damage reports and estimate of damage			

Estate Management: Capital

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
ACTIONS TO MANAGE THE CRISIS			
Detail team member to inspect possibly suitable alternative locations (via Co-ordinator)			
Agree the Project Management Team for major works (with Co-ordinator)			
ACTIONS FOR BUSINESS CONTINUITY			
Identify alternative accommodation			

HUMAN RESOURCES

Activity	Action Required	Date / Time actioned	Signed
PROTECT HUMAN LIFE			
Contact relevant Managers to inform staff in relation to staying away or reporting for work at either the damaged or new work location.			
Checking on any injured/incapacitated staff, determining their location (hospital?), arranging transport and notifying next of kin (via the emergency services)			
Liaison with senior management, keeping them informed of staff injuries/deaths			
Arranging medical check-ups/counselling sessions as required			
ACTIONS TO MANAGE THE CRISIS			
Liaison with Occupational Health, Counselling Services and other staff support services			
Provision of staff lists (including next of kin) and contact numbers in conjunction with managers			
Provision of a Human Resources telephone communication point/web page for staff information			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION			
Transport/access arrangements for next of kin			
Provide general enquiry number for dealing with staff problems			
Notify staff to attend press briefings			
ACTIONS FOR BUSINESS CONTINUITY			
Ask Heads to list urgent items and files which may need to be recovered from affected site			
Prepare lists of staff with Heads of staff who may need access to affected site			
Plan staffing requirements to continue operation of the business			

COMMUNICATIONS

ACTIVITY	ACTION	DATE	SIGNED
	REQUIRED	ACTIONED	
ACTIONS TO MANAGE THE CRISIS			
Activate back-up staffing support for communications functions			
Issue holding statement			
Direct media to media briefing/vantage point on campus			
Provide flow of information and interviewees for the media			
Arrange public information broadcasts if required			
Provide flow of information to staff and students			
Monitor media output and respond promptly to misinformation			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Staffing/Equipment			
Ensure adequate staffing levels.			
Arrange back-up from within Communications (or elsewhere in University) if required.			
Organise shift system/rota.			
Ensure adequate breaks.			
Ensure refreshment available.			
Activate extra rooms/phones/white boards/flip charts etc as likely to be required.			
For potentially long-running incident review staffing 'resilience' and need for further back-up/contingency arrangements (e.g. in communicable disease incident possible Communications Office staff illness).			
Arrange availability of ISDN audio line			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Media			
Issue holding statement as quickly as possible.			

If journalists are coming to campus designate and staff a suitable media briefing point.			
Log specific media questions and attempt to provide answers.			
Provide continuous flow of information as far as possible.			
Explain limitations to information that can be provided.			
Ensure all PR team have access to all statements/information released (especially if at different locations).			
Arrange media briefing room if required (ideally available for duration of crisis).			
Arrange media briefings and notify media of times/venues.			
Brief University spokesperson before interviews/briefings, agreeing information to be released and feeding in expected media questions and angles.			
Record press briefings (arrange with AVMS).			
If appropriate make arrangements with local radio to broadcast 'public information' messages (e.g. advising students/staff not to come to the University) and emergency contact numbers.			
Anticipate media demands/requirements –e.g. access to students /parents/ hospitals etc – and plan ahead to facilitate next area of attention.			
Be prepared to release statements/photos from other parties and facilitate media interviews as appropriate			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Internal information flows			
Ensure Communications Office attendance at all crisis management team meetings.			
Establish link person/people for obtaining updates and agreeing media statements (a swift approval process will be needed).			
Agree University spokesperson(s) for broadcast interviews/fronting press briefings.			

Remain in constant contact with Students' Union, and share information released.			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Internal communication			
Prepare initial all staff/all student e-mail informing them what is happening, how it's being handled, anything they need to do, and to refer any media interest to Communications Office.			
Use 'announce' e-mail (liaise with Student Support).			
Draft and send out all staff/all student e-mails as regularly as possible/appropriate.			
Provide briefing information for staff manning 'call centres' so they know what information is in the public domain.			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Other agencies			
Establish link communications personnel at other key agencies involved in the crisis (e.g. health, police and fire).			
Ensure they have immediate copies of anything we release and vice-versa.			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Web updates			
Liaise with Web Support team and ensure important contact numbers/regular updates/press releases are posted quickly on University site, linked to homepage			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Media monitoring			
Ensure access to a TV and radio and record TV coverage. Liaise with AVMS if necessary re recording of news channels.			
Nominate someone to take notes of main points made in broadcast coverage, and on external internet sources.			
Arrange copies of all national newspapers for Communications Office.			

Feed media intelligence (i.e. how it's being covered) back to crisis management group.			
Prepare daily press cuttings for crisis management group.			
ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION - Record keeping			
Keep chronological record of information released and date/time of release (including typing up information given at press briefings).			
Keep log of key decisions and reasons for them.			
As far as possible log all media questions and answers provided.			
Log media attending campus and media briefings.			
Keep up-to-date chronological file of media coverage.			
Keep log of staff hours			
EVALUATION OF CRISIS: RETURN TO NORMAL			
Remember to thank all who have assisted/ co-operated, publicly or privately as appropriate (possibly including media).			
Obtain feedback from other parties for subsequent review of handling of crisis.			
Plan ahead regarding future dates related to the incident (e.g. inquests, public inquiries, anniversaries).			

STUDENT SUPPORT

ACTIVITY	ACTION	DATE	
	REQUIRED	ACTIONED	SIGNED
PROTECT HUMAN LIFE			
Internal support services placed on standby (Student Support)			
Brief support services, including Information and Helpline if activated, Nightline and Residents' Support Network, Multi Faith Chaplaincy Centre			
Check MIS listing for next of kin (Human Resources for staff, student support for students)			
Next of kin informed (by Emergency Services)			
Liaise with and offer practical support for next of kin (Human Resources if staff/ Student Support if students)			
External support services put on standby- e.g. back up counselling			
Provide support and information to students- e.g. drop in facilities, phone lines			
<p>Liaise with Co-ordinator/ Residential Services re:-</p> <p>Establish number of students from Halls of Residence to be found accommodation</p> <p>Number who can return home</p> <ul style="list-style-type: none"> Short term accommodation strategy Acquire supplies and services Arrange dining/food preparation facilities Hire portable washrooms <p>NB this will be responsibility of residential services/ catering who will participate in CMG group if necessary (i.e. Crisis Affects large numbers of students in residence)</p>			
Prepare list of students who need access to affected site (with DER)			

ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION			
Assist with internal communications including emails to students. (with communications team).			
<u>Activate information and helpline</u> Contact volunteers via phone cascade Check facilities accessible and working Arrange Briefing for operators Standard responses prepared Transfer phone lines/ liaison with reception and telephone staff Answer phone messages (web messages) Email responses Follow up callers Arrange for relief teams Liaise with Nightline re out of hours cover Review and brief again			

FINANCE

ACTIVITY	ACTION	DATE	
	REQUIRED	ACTIONED	SIGNED
MANAGE THE CRISIS			
Advise Insurance Officer/ Call in Insurance Loss Adjuster			
Set up cost capture procedure per University normal Finance practices.			
Allocate unique ref. no. to all expense allocated to the claim with normal cost codes per heading of expense.			
Arrange cash to meet urgent purchasing needs.			
Check position of legally binding contracts which may be threatened by the new situation.			
Cash withdrawal for immediate needs.			
Issue cost capture forms to cover:-			
• Staff time			
• Materials			
• Services			
• Additional expenses			
Arrange meeting with Insurance Co and Loss Adjusters			
Prepare claim in accordance with insurance cover – interim payment.			

INFORMATION SYSTEMS

ACTIVITY		ACTION	DATE	
		REQUIRED	ACTIONED	SIGNED
PROTECT HUMAN LIFE				
Participate in any devolved arrangements for checking on ISS staff that may be injured or at risk.	Director of IS or CM alternate			
Ensure that general instructions and guidance for attending or staying away from University premises are followed by ISS staff	ISS managers			
Ensure that ISS staff working on crisis management/ recovery follow guidance on safe working (including reporting arrangements, permit to work, working hours, and handover)	ISS managers			
MANAGE THE CRISIS				
Supply of IT equipment and related facilities for CMG suite (in addition to prepared/ standby provision).	Director of IS or CM alternate			
Assist with any urgent recovery/ analysis of CCTV recordings.	Computing Service			
Invoke IT disaster recovery plan [The following activities are the major components of the plan.]	Director of IS or CM alternate			
Assess loss of and damage to IT equipment (using inventory as necessary) and the impact on services.	Director of IS or CM alternate			
Record loss and damage as fully as possible.	Director of IS or CM alternate			

Identify any loss of data.	Director of IS or CM alternate			
Initiate systems/ service recovery as required and as per pre-determined priorities (may include alternative services and/ or operating some services at degraded levels). [This will entail a range of activities dependent on the crisis and the IT/ IS implications, e.g. establishing facilities and services in alternative accommodation.]	Director of IS or CM alternate			
Initiate data recovery/ re-instatement as required.	Director of IS or CM alternate			
Liaise with CER re telephony service damage and recovery.	Director of IS or CM alternate			
Update IT Help Desk at frequent intervals about availability of IT services.	ISS service managers			
PROTECT THE UNIVERSITY'S REPUTATION				
Work with communication team in putting crisis information on the University's website.	WaLT			
Assisting in the recording of TV/ radio outputs and press briefings	AVMS			
RECOVERY AND RETURN TO NORMAL BUSINESS OPERATIONS				
Finalise information about loss of equipment, data, and consequential loss for insurance purposes.	Director of IS or CM alternate			
Procure full replacement equipment and services as necessary.	Director of IS or CM alternate			

HELPLINES

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
All lines checked out			
New listing of staff relocation available			
Instructions received for redirection of calls from: Staff / Student Staff / Student relatives Staff / Student friends Local media National media International media University associates (Members of Court etc) Other HEI's			
Co-ordinator informed			
Other:			

HEALTH & SAFETY & FIRE

ACTIVITY	ACTION	DATE	SIGNED
	REQUIRED	ACTIONED	
PROTECT HUMAN LIFE			
Check building safety with the Emergency Services (via EMS)			
Issue health and safety advice to all those entering the damaged location			
Surrounding property/walkways at risk in conjunction with EMS			
Instruct staff on access procedures and restrictions			
Arrange safety for new premises			
If required obtain protective clothing for persons wishing to enter building (with Security)			
MANAGE THE CRISIS			
Visit site and make contact with the Emergency Services			
If not already in attendance decide if specialist Safety Advisors are required i.e. University Biological Safety Advisor			
PROTECT THE UNIVERSITY'S REPUTATION			
Liaise with Communications on any press statements which might require safety input			
Health and Safety Executive notified (if necessary)			
Environmental Agency notified, if necessary, of any potential Radiological implications. (EMS may also need to advise due to any Pollution implications)			
Environmental Health notified (if necessary)			
Advise Communications if Public warnings are necessary			
BUSINESS CONTINUITY			

Assess and confirm all revised safety requirements			
OH to advise on any Health Surveillance following incident			

Agenda for the CMG

- 1 TO RECEIVE STATUS REPORTS ON:
 - a) injuries
 - b) cause
 - c) damage
 - d) possible further damage/containment
 - e) environmental assessments (if applicable)
 - f) timescales and limitations
 - g) business impact assessment

- 2 ACTIONS TO PROTECT HUMAN LIFE

- 3 ACTIONS TO MANAGE THE CRISIS

- 4 ACTIONS TO PROTECT THE UNIVERSITY'S REPUTATION

- 5 ACTIONS FOR BUSINESS CONTINUITY

- 6 EVALUATION OF CRISIS: RETURN TO NORMAL BUSINESS OPERATIONS
AND TO HANDOVER

- 7 ANY OTHER BUSINESS

- 8 TIME AND LOCATION FOR FURTHER PROGRESS REPORTS

CMG CALL-OUT PROCEDURE – FIRST ALERT

