UNCLASSIFIED

Incident Management Plan
Document Properties

Authority
Professor Simon Gaskell, Principal

Sponsor
Mike Shore-Nye, Chief Operating Officer

Author & Responsible Officer
Steven Exley, Assistant Director Estates and Facilities (Residential Services and Events)

Version
1.1

Date
19th March 2015

UNCONTROLLED DOCUMENT

THIS DOCUMENT IS AN 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.
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 this imperative. 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 utilise our campuses. While we hope that these plans will not need to be enacted, 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 this document and use it as a guide for making often difficult decisions in critical circumstances. I thank you in advance for taking your responsibilities so seriously.

Regards

Professor Simon J Gaskell
President and Principal
## INDEX

<table>
<thead>
<tr>
<th>Section</th>
<th>Subject</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Emergency Management Basic Principles</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Incident Management Team Structure</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Generic Incident Management Checklist</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td>Emergency Services at Major Incidents</td>
<td>23</td>
</tr>
<tr>
<td>5</td>
<td>Bomb Threats &amp; Suspect Packages</td>
<td>26</td>
</tr>
<tr>
<td>6</td>
<td>Counter Terrorism</td>
<td>27</td>
</tr>
<tr>
<td>7</td>
<td>Spare</td>
<td>31</td>
</tr>
<tr>
<td>8</td>
<td>Firearms Protocol</td>
<td>32</td>
</tr>
<tr>
<td>9</td>
<td>Infectious Diseases</td>
<td>35</td>
</tr>
<tr>
<td>10</td>
<td>Fatalities or Critical Injuries</td>
<td>39</td>
</tr>
<tr>
<td>11</td>
<td>Fire and Evacuations Procedures</td>
<td>45</td>
</tr>
<tr>
<td>12</td>
<td>Flooding</td>
<td>50</td>
</tr>
<tr>
<td>13</td>
<td>Severe Weather Conditions</td>
<td>52</td>
</tr>
<tr>
<td>14</td>
<td>Loss of Local Roads</td>
<td>56</td>
</tr>
<tr>
<td>15</td>
<td>Gas Leaks</td>
<td>57</td>
</tr>
<tr>
<td>16</td>
<td>Structural Damage</td>
<td>58</td>
</tr>
<tr>
<td>17</td>
<td>Radiation, Laser &amp; Biological Safety</td>
<td>61</td>
</tr>
<tr>
<td>18</td>
<td>Power Outages</td>
<td>62</td>
</tr>
<tr>
<td>19</td>
<td>Failure of IT Services</td>
<td>64</td>
</tr>
<tr>
<td>20</td>
<td>Handling the Media</td>
<td>66</td>
</tr>
<tr>
<td>21</td>
<td>Regional Resilience</td>
<td>68</td>
</tr>
<tr>
<td>22</td>
<td>Scenes of Crime</td>
<td>69</td>
</tr>
<tr>
<td>23</td>
<td>Industrial Action</td>
<td>71</td>
</tr>
<tr>
<td>24</td>
<td>Public Disorder</td>
<td>73</td>
</tr>
</tbody>
</table>

### Tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>External Contact List</td>
<td>74</td>
</tr>
<tr>
<td>2</td>
<td>Incident Log Sheet</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>IMT Action Log</td>
<td>76</td>
</tr>
<tr>
<td>4</td>
<td>Emergency Equipment List</td>
<td>77</td>
</tr>
<tr>
<td>5</td>
<td>IMT Teams Contact List (Full details in confidential versions only)</td>
<td>96</td>
</tr>
</tbody>
</table>

### Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Bomb Threat Procedure (Full Version)</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td>Telephone Bomb Threat Checklist</td>
<td>88</td>
</tr>
<tr>
<td>B</td>
<td>Postal Bombs and Suspect Packages</td>
<td>90</td>
</tr>
</tbody>
</table>

### References

<table>
<thead>
<tr>
<th>References</th>
<th></th>
<th>100</th>
</tr>
</thead>
</table>
Introduction

This unclassified version of the Incident Management Plan is tailored to allow the widest possible circulation among interested parties and of necessity has had to have some of the more sensitive detail removed. Incident Officers listed towards the rear of this document may be able to supply detail that may be lacking where there is a valid need as they have access to the full version.

The Incident Management Plan (IMP) has been designed specifically for the use of those tasked with assisting with the management of an incident. The intention has been that we should predict the likely emergency scenarios with which we may be faced and have in place the procedures, management structure 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
- Where possible prevent incidents or emergencies from occurring
- 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 practicable
- Learn lessons that allow for plans and arrangements to be improved

Definition of Emergency

Not every incident is an emergency. The priority or urgency of tasks does not define them as an emergency, regardless of how important they may be to one person’s particular function.

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 require the implementation of special arrangements 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 unpredictable situations and nothing can replace the initiative of those 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
2. Provide immediate action guidelines on how to manage specific emergency scenarios drawn from best practice and established procedure
3. Provide details of key and useful contacts
**Business Continuity**

Following an initial response and incident management, depending on the time of the incident, the day of the incident, the impact on the University daily operations and the anticipated length of disruption - an incident may also require the planning of business continuity. As the diagram below indicates, from the start of the incident, this process could be to cover a few hours to several years if the estate fabric has been substantially damaged or demolished.

**Timeline to Incidents**

Major Incident Plans tend to be pitched at a ‘high level’, it concentrates 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.) and provides a ‘framework’ for the University Senior Executive Management to follow.
Scope

The unclassified IMP is a document for the University population at large. Whilst it contains information that is specifically for the reference of emergency responders it should also 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 action in the event of an incident
- To identify the main responsibilities of key individuals
- To provide guidance covering first actions in the event that a specific scenario should arise
- To instruct on criteria and means of invocation of 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. The full version of the plan (not this copy) contains personal information such as home and mobile telephone numbers that are subject to the Data Protection Act. This information must not be copied or shared with anyone else or used for any purposes other than:

- Contacting University employees as a response to an incident
- Responding to an incident
- Sharing with the employee of an organisation assisting in responding to an incident

An Incident Officer is identified as a person who 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 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 Assistant Director Estates and Facilities (Residential Services and Events). 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. It is not essential reading for the plan but is included as useful guidance.

Risk is calculated on the basis of PROBABILITY and IMPACT. That is, the likelihood of a particular event occurring and the consequences if it did? 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 usually results in a numerical score having multiplied the Probability (P) rating of 1 - 4 with the Impact (I) rating of 1 – 4.

The chart below demonstrates:

<table>
<thead>
<tr>
<th>Probability of Occurrence</th>
<th>Highly Unlikely</th>
<th>Unlikely</th>
<th>Likely</th>
<th>Highly Likely</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Impact</td>
<td>4</td>
<td>8</td>
<td>12</td>
<td>16</td>
</tr>
<tr>
<td>Medium Impact</td>
<td>3</td>
<td>6</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Low Impact</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Slight Impact</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

When calculating our P/I Rating using the matrix we might define the ascending levels of ratings as in the tables below:

<table>
<thead>
<tr>
<th>Probability of Occurrence</th>
<th>More likely to happen than not</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Highly Likely</td>
</tr>
<tr>
<td>3</td>
<td>Likely</td>
</tr>
<tr>
<td>2</td>
<td>Unlikely</td>
</tr>
<tr>
<td>1</td>
<td>Highly Unlikely</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Impact Overall</th>
<th>Could contribute to closure of Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 High Impact</td>
<td>Could contribute to closure of Department</td>
</tr>
<tr>
<td>3 Medium Impact</td>
<td>Severely compromise the University</td>
</tr>
<tr>
<td>2 Low Impact</td>
<td>Moderate effect on the University</td>
</tr>
<tr>
<td>1 Slight Impact</td>
<td>Slight effect on the University</td>
</tr>
</tbody>
</table>
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:

**Technical** – IT systems or other mechanical, electronic or engineering systems

**Environmental** – Pollution, contamination or other corruption of a healthy environment

**Market** – Our competitiveness, market share or reputation

**People** – Staff, students, visitors, contractors and the public

**Legal** – Statutory compliance and criminal or civil liability

**Economic** – Profitability and financial loss including damage to physical assets

**Social** – The wellbeing and healthy interaction of our community life

**The Process of Emergency Management**

Emergency management (sometimes called crisis or disaster management) is the discipline of dealing with and avoiding risks. It is a discipline that involves preparing for emergencies before they occur, emergency response and supporting or rebuilding a community after natural or man-made disasters have occurred. The process of emergency management involves four phases: mitigation, preparedness, response and recovery. The cycle below demonstrates:
**Mitigation:** Efforts to try and prevent incidents from developing into emergencies altogether, or to reduce the effects of them when they occur. The mitigation phase differs from the other phases because it focuses on long-term measures for reducing or eliminating risk.

**Preparedness:** A continuous cycle of planning, organising, training, equipping, evaluation and improvement activities to ensure effective coordination and capabilities to protect against, respond to and recover from the effects of emergency situations.

**Response:** Response phase includes the mobilisation of necessary emergency services and first responders to the affected area. This is likely to include a first wave of core emergency services such as fire fighters, police and ambulance crews. They may be supported by a number of secondary emergency services, such as specialist rescue teams.

**Recovery:** The recovery phase is to restore the affected area to its previous state. It differs from the response phase in its focus; recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed. Recovery efforts are primarily concerned with actions that involve the repair of essential materials, services and infrastructures.

It is with this process in mind that this IMP has been produced.

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.
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 can links directly to the normal management structure of the University.

<table>
<thead>
<tr>
<th>Gold - Strategic Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silver - Tactical Level</td>
</tr>
<tr>
<td>Bronze - Operational Level</td>
</tr>
</tbody>
</table>

**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 coordinating 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
- Director of IT Services
- Director of Human Resources
- Director of Occupational Health & Safety
- Director of Student Services
- Secretary to Council & Academic Registrar
- Assistant Director Estates & Facilities (Residential Services & Events)
- Head of Catering
- Head of Public Relations

*Note: Whilst these positions make up Strategic Level it is not necessary that each of them will attend every emergency. Strategic Level members should have a nominated deputy.*
**Tactical Level (Silver)**

Director of Marketing and Communications  
Assistant Director, Estates & Facilities (Infrastructure & Maintenance)  
Assistant Director Estates & Facilities (Capital Development)  
Assistant Director Estates & Facilities (Facilities Management)  
Assistant Director Estates and Facilities (Property and Space Management)  
Head of Catering Services  
Head of Facilities Management  
Residential Support Manager  
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  
Information and Log Keeper

**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)**

There is no 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 willattend to emergency functions until relieved.
Persons identified as Incident Officers in 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**

IMT will be convened when an incident can no longer be managed 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.

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 meet 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 sustain 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 a log is kept of all actions during an incident with an associated summary report
- 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.

**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 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 either the Assistant Director Estates and Facilities (Residential Services and Events) 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 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 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.

**Identification**

All IMT Members from Strategic and Tactical Level will have the words ‘Incident Officer’ printed on the front of their QMUL ID cards.
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, 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.

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
- Target Offices 0203 4323 886
- 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
University Chaplains
Insurance Manager
Information Access Officer / Data Manager
Medical Support
Students Union

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 Estates & Facilities
- Director of HR
- Assistant Director Estates & Facilities (Residential Services and Events)

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.

<table>
<thead>
<tr>
<th>Action</th>
<th>M – Mandatory</th>
<th>A – Advised</th>
<th>O - Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In all cases, the health, safety and welfare of staff, students and visitors is the first priority.</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>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</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Brief senior people as they arrive. Try to ascertain the circumstances of the incident or the sequence of events.</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>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</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Liaise as necessary with the emergency services, insurers, safety officers, LBTH local authority officers and other relevant agencies. Follow all instruction by emergency services</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Refer to specific emergency response procedures found in relevant section of IMP</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>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</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Discuss and decide aim of IMT, immediate actions and immediate priorities. Allocate tasks to IMT members and others with timescales as appropriate</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>IMT members and Security to decide on immediate actions and actions required in the next 24 hours</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>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.</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td><strong>14</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>15</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>16</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>17</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>18</strong></td>
<td>Prepare list of equipment needs. Place orders for any PC or other equipment. Provide site plans and mark up restricted areas</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>19</strong></td>
<td>Salvage undamaged PCs and re-configure at new location. Restore back-up files to users</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>20</strong></td>
<td>Residential Accommodation – allocate space to students on the basis of need; assess the possibility of sending home UK based students if necessary</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>21</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>22</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>23</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>24</strong></td>
<td>Ensure the Safety Office, Press Office, Line Managers, Halls Managers, Chaplaincy etc. are kept fully up to date</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>25</strong></td>
<td>Utilise on site safety/emergency equipment/PPE as required. Contact Security or the Safety Office for guidance.</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>26</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>27</strong></td>
<td>If students are involved ensure liaison with Student support and welfare services</td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>28</strong></td>
<td>Consider calling in other assistance as required from Schools, Admin Departments and Support Services</td>
<td>O</td>
<td></td>
</tr>
<tr>
<td><strong>29</strong></td>
<td>Advise insurers of situation and arrange use of corporate credit cards for emergency purchases</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td><strong>30</strong></td>
<td>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</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Do NOT respond to initial enquiries from the Press or parents/friends. Refer these to the Press Office, Student Services or HR. Be sensitive.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Establish internal communications and arrange briefings and publication of information to the university community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Arrange Media updates and Press statements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Consider staffing levels and how breaks or replacements will be arranged if incident exceeds 8 hours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Consider logistical support: Catering; travel; parking; washing facilities; overnight arrangements; waste disposal; borrowed items inventory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>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</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Close down after the emergency. Ensure people can get home, return all items and prepare for debrief and report. Thank everyone who assisted!</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION 4: Emergency Services at Major Incidents

Police

The primary areas of police responsibility 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
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. This actively prevents civilian usage from congesting the mobile networks, thus allowing emergency services personnel priority for communications. It also serves to control information flow in and out of a declared emergency area. This system replaced what was previously known as ACCOLC (Access Overload Control) in September 2009.

Mobile networks can become overwhelmed by a high concentration of calls that often occur immediately after a major incident. Reliable access to the mobile networks, even during times when an exceptionally large number of calls are being made, is achieved by installing a special SIM (Subscriber Identity Module) card in the telephone handset. Special SIMs are only available to entitled users within the emergency services and not to members of the public.

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.
Threat Level
Threat levels are decided upon by the UK Security Service MI5 and are designed to give a broad indication of the likelihood of a terrorist attack. The levels and their meaning are:

- **Low** - an attack is unlikely
- **Moderate** - an attack is possible, but not likely
- **Substantial** - an attack is a strong possibility
- **Severe** - an attack is highly likely
- **Critical** - an attack is expected imminently

When the UK threat level for terrorism is at or above **SUBSTANTIAL** the concern about the possibility of explosive devices being placed in crowded places is real. The University is grouped with many other venues and centres as being a recognised crowded place within the security services definition. Although academic institutions have never been high up in the list of terrorist targets the threat posed against QMUL must be taken seriously.

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 through the following link: qm-web.ohsd.qmul.ac.uk/standard/
  
  This document contains general advice and support for everyone and its contents are not restricted.

  **A COPY OF THIS PROCEDURE IS ATTACHED TO THIS DOCUMENT AT APPENDIX A**
  
  This document contains detailed advice and support primarily focussed on the needs of those involved in the management of incidents.

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 handle any device and follow the guidelines and procedures in the documents referred to above.
SECTION 6: Counter Terrorism

Current UK Threat Level

The threat from international terrorism remains real and serious. Worldwide, much has been done since 11 September 2001 to thwart attacks and to damage terrorists’ capability to conduct terrorist operations, but no country is immune. Al Qaeda cells and supporters of affiliated groups are known to be active in the UK. A terrorist threat to the UK may also come from overseas.

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 suspect 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, and 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.
Terrorist Group Categories

Separatist: Separatist groups are those with the goal of separation from existing entities through independence, political autonomy, or religious freedom or domination. The ideologies separatists subscribe to include social justice or equity, anti-imperialism, as well as the resistance to conquest or occupation by a foreign power.

Ethnocentric: Groups of this persuasion see race as the defining characteristic of a society, and therefore a basis of cohesion. There is usually the attitude that a particular group is superior because of their inherent racial characteristics.

Nationalistic: The loyalty and devotion to a nation, and the national consciousness derived from placing one nation's culture and interests above those of other nations or groups. This can find expression in the creation of a new nation or in splitting away part of an existing state to join with another that shares the perceived "national" identity.

Revolutionary: Dedicated to the overthrow of an established order and replacing it with a new political or social structure. Although often associated with communist political ideologies, this is not always the case, and other political movements can advocate revolutionary methods to achieve their goals.

Political: Political ideologies are concerned with the structure and organization of the forms of government and communities. While observers outside terrorist organizations may stress differences in political ideology, the activities of groups that are diametrically opposed on the political spectrum are similar to each other in practice.

Religious: Religiously inspired terrorism is on the rise, with a 43% increase of total international terror groups espousing religious motivation between 1980 and 1995. While Islamic terrorists and organizations have been the most active, and the greatest recent threat to the United States, all of the major world religions have extremists that have taken up violence to further their perceived religious goals. Religiously motivated terrorists see their objectives as holy writ, and therefore infallible and non-negotiable.

Social: Often particular social policies or issues will be so contentious that they will incite extremist behaviour and terrorism. Frequently this is referred to as "single issue" or "special interest" terrorism. Some issues that have produced terrorist activities in the United States and other countries include animal rights, abortion, ecology/environment, and minority rights.

Domestic: These terrorists are "home-grown" and operate within and against their home country. They are frequently tied to extreme social or political factions within a particular society, and focus their efforts specifically on their nation's socio-political arena.

International or Transnational: Often describing the support and operational reach of a group, these terms are often loosely defined, and can be applied to widely different capabilities. International groups typically operate in multiple countries, but retain a geographic focus for their activities. Hezbollah has cells worldwide, and has conducted...
operations in multiple countries, but is primarily concerned with events in Lebanon and Israel.
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.

4.0 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. There have been some notable cases in Scandinavia and the US which show the carnage that can be caused by individuals’ intent on using firearms for reasons that are often unpredictable and unclear. Firearms may be used or threatened for a variety of reasons of which the following are examples:

- Drug or revenge motivated as part of a gang culture
- As a precursor to suicide
- Politically or religiously motivated
- As a result of mental or emotional instability
- Romantically motivated; spurned lovers, unrequited love etc
- Theft and robbery

London, the West Midlands, Greater Manchester and Nottingham account for around half of recorded gun crime in England and Wales. The amount of gun crime can be seen to have dropped from a figure of 45.5 per 100,000 people in 2009/10 to a figure of 35.1 per 100,000 people in 2010/11.

Young people are disproportionately the victims of gun crime: 15 to 29-year-olds comprise 20 per cent of the population but were victims in 45 per cent of firearms offences (excluding air weapons) in 2010/11.

There is an emergence of “disorganised” as opposed to organised criminals using firearms to settle relatively trivial disputes, especially in the ‘street level economy’. The illegal drug market remains the single most important theme in relation to the use of illegal firearms, but gang membership and the need to emulate successful criminals are also important factors that have an impact.
There is evidence however that the UK is seeing a decline in firearms related incidents. According to Home Office figures:

The number of overall offences involving firearms fell by 19% in the year to September 2011 compare to the previous year.

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 and Events) 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 and Events) 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.
5.10 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.

5.11 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.

6.0 Conclusion
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.
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:

<table>
<thead>
<tr>
<th>UK Alert Level 0</th>
<th>Green Phase</th>
<th>No Pandemic Risk anywhere in the world</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK Alert Level 1</td>
<td>Amber Phase 1</td>
<td>Pandemic Risk only outside the UK</td>
</tr>
<tr>
<td>UK Alert Level 2</td>
<td>Amber Phase 2</td>
<td>Virus isolated in the UK</td>
</tr>
<tr>
<td>UK Alert Level 3</td>
<td>Red Phase 1</td>
<td>Outbreak(s) in the UK</td>
</tr>
<tr>
<td>UK Alert Level 4</td>
<td>Red Phase 2</td>
<td>Widespread infection across the UK</td>
</tr>
</tbody>
</table>

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
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 and Events)
PHE Representative

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@qmul.ac.uk telephone 020 7882 2580.

Persons worried in any way about their health can call the NHS Direct service on 0845 46 47 or visit [www.nhsdirect.nhs.uk](http://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 Meningococcemia 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.
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 on line at [http://qm-web.ohsd.qmul.ac.uk/documents/1/64330.pdf](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.

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 those suffering from grief etc.

3.2 University and School Receptionist and Telephonists need to be given a brief about the death in order that they may field and direct calls and enquiries as required.

3.3 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
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
The Dean for Students (if SMD student)
Dean for Student Affairs (if SMD student)
The Academic Registrar
The Chaplaincy
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 Department/s
Press and Publications
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 department 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 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 The Chaplaincy provides support and pastoral care to individuals and groups - staff or student - whether those concerned are religious or not. The Chaplaincy may also organise a memorial service. Extension 3179
5. CONCLUSION

In the event of a member of the University learning about the death of a student it is important that an individual from the Co-Ordinating Group be informed as soon as possible. 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 Vice Principal. The normal composition of the group would be as follows:

- Academic Registrar Extension 5072
- Head of Advice and Counselling Extension 8717
- AD Estates & Facilities (Residential Services & Events) Extension 6972
- Chaplain Extension 3179
- Occupational Health and/or G.P Service. Extension 8700
- A representative from the Student's Department

And, as appropriate:

- Vice Principal Extension 5006
- Dean for Students (SMD) Extension 2126

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

- To agree the composition of the group and co-opt if 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,
- To support the Department concerned.
- 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 respond rapidly in respect of the associated practicalities.
- To liaise with relevant outside parties who may include relatives and police.
- To ensure that the student is taken off administrative mailing lists.
• To respond to requests for help with the costs of accommodating relatives and any other incidental costs.

INSERT INFORMATION RELATING TO STAFF DEATH GUIDELINES
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 fire fighting 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 7 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 be 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

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Assembly Point No.</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not currently used due to the demolition of the Old Chemistry Building and the proposed Graduate Centre Building</td>
<td>A</td>
<td>Chemistry Square</td>
</tr>
<tr>
<td>Library, Engineering, Peoples Palace, Great Hall, Post Room, Francis Bancroft &amp; IRC</td>
<td>B</td>
<td>Geography Square</td>
</tr>
<tr>
<td>Queens Building, Octagon, Student Centre, Geography, G.O. Jones, Joseph Priestley &amp; Temporary Building</td>
<td>C</td>
<td>Library Square</td>
</tr>
<tr>
<td>Laws, Arts Research Centre, Arts 1, Arts 2, &amp; Lock Keepers Graduate Centre</td>
<td>D</td>
<td>Westfield Way</td>
</tr>
<tr>
<td>Computer Sciences, ITL, Students Union, Mathematical Sciences, &amp; G.E. Fogg Building</td>
<td>E</td>
<td>West Square</td>
</tr>
</tbody>
</table>

### Mile Residential Buildings

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Assembly Point No.</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hatton House</td>
<td>1</td>
<td>Arts Square</td>
</tr>
<tr>
<td>Chapman &amp; Chesney House</td>
<td>2</td>
<td>Opposite Chapman &amp; Chesney</td>
</tr>
<tr>
<td>Beaumont Court, Creed Court &amp; Feilden House</td>
<td>3</td>
<td>Varey House</td>
</tr>
<tr>
<td>Morris Court</td>
<td>4</td>
<td>By the help point corner of Beaumont Court</td>
</tr>
<tr>
<td>Pooley House</td>
<td>5</td>
<td>Between Maurice &amp; Creed Court</td>
</tr>
<tr>
<td>Lynden House</td>
<td>6</td>
<td>By Pooley House West Block</td>
</tr>
<tr>
<td>Selincourt &amp; Lodge House</td>
<td>7</td>
<td>Opposite Selincourt &amp; Lodge House</td>
</tr>
<tr>
<td>Maynard &amp; Varey House</td>
<td>8</td>
<td>By the information point outside of Feilden House</td>
</tr>
<tr>
<td>Christopher France House</td>
<td>9</td>
<td>Between Beaumont &amp; Creed Court</td>
</tr>
<tr>
<td>Lindop House</td>
<td>10</td>
<td>Mile End Road outside of Lindop House</td>
</tr>
<tr>
<td>Ifor Evans Place &amp; Albert Stern Cottages</td>
<td>11</td>
<td>West Square</td>
</tr>
<tr>
<td>Albert Stern House</td>
<td>12</td>
<td>Outside Albert Stern House</td>
</tr>
</tbody>
</table>
Whitechapel Fire Assembly Points

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Assembly Point No.</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garrod Building, Students Union Building, Innovation and Enterprise Building, SMD Library, Abernathy Building &amp; 64 Turner Street</td>
<td>A</td>
<td>Blizard Mews</td>
</tr>
<tr>
<td>Blizard Building, Floyer House, Yvonne Carter Building &amp; Wingate Building</td>
<td>B</td>
<td>Floyer House</td>
</tr>
</tbody>
</table>

Charterhouse Square Fire Assembly Points

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Assembly Point No.</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Vane Science Centre, Wolfson Institute of Preventative Medicine, William Harvey Heart Centre, Dawson Hall, Joseph Rotblat Building, Old Anatomy Building, Dean Rees House &amp; Lodge House</td>
<td>A</td>
<td>The Green</td>
</tr>
</tbody>
</table>

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 and Events) 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 and Events) 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 - 0845 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 and Events) 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 the 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
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:

<table>
<thead>
<tr>
<th>Condition</th>
<th>Criteria</th>
<th>Consequences</th>
</tr>
</thead>
</table>
| 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. | • 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. | • As above  
• Inability to travel  
• Disruption to core services  
• Loss of power and telecommunications |
| High Winds & Storms | Gales – Repeated gusts of 70 mph or more  
Storms – Winds in excess of 80 mph | • 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. | • Sunstroke and heat exhaustion  
• Fire |
| Fog             | Visibility of less than 200m. Dense fog – visibility reduced to 50m | • 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 | • Flooding  
• Disruption to traffic |
| Lightning       | N/A                                                                       | • 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 be pressed into 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.

Heat wave

- 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 affected 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 and Events) 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 – 17.00 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 cordon thereof to reduce the risk to persons in the vicinity.

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
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 and Events) 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
**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.
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
**SECTION 18: Power Outages**

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

- Site wide failure
- Sub-station failure
- Failure of supply to a building
- Partial failure within a building

**Standby Generators**

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

<table>
<thead>
<tr>
<th>Fogg Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Bancroft Building</td>
</tr>
<tr>
<td>Library</td>
</tr>
<tr>
<td>Queens’ Building</td>
</tr>
<tr>
<td>The Curve</td>
</tr>
</tbody>
</table>

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

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

The Essential Services Supply only feeds certain designated plant on the campus in the event of a major power loss. Only parts of the site will have electricity when the standby generators take over the load. There will 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 problem 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 advice from the Maintenance Team as 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 Helps in 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 DETAIL 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:

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

The areas affected by an IT outage should be identified as:
- A Vulnerable Point (DETAIL NOT INCLUDED IN THIS DOCUMENT)
- Site wide
- A number of buildings (Zone)
- A building or part of
- 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 / 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 096175

General Guidelines
Should a member of the Incident Management Team be required to speak to the Press there are some general guidelines that must be adhered to:

- Consider the formulation of a pre-prepared statement or holding statement
- Concentrate on the facts and do not speculate. If in doubt leave it out
- Do not give out personal details
- Tell journalists where and when they can get further information e.g. ‘All updated information will be available from our Press Office’
- Keep the press / media updated regularly
- Give out the Press Office details on all press releases
- Look professional, smart and ensure backdrops are appropriate and sensitive
- Be well briefed, anticipate questions and set out answers very carefully. Rehearse if possible
- Prepare short quotable phrases. Be brief
- If there is a very difficult question you may ask to think about it for a while
- Nothing is ever off the record!
- Do not be afraid to refuse comment or say “I can neither confirm nor deny”
- Be honest about errors, never lie
- Avoid humour in emergency situations
- If you don’t know the answer to a question say so
- Utilise one consistent spokesperson where possible
- 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
- 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
- Prepare the Switchboard for press / media calls with a script and Press Office contact details
The ‘New Media’

Internet sites such as Twitter, Facebook, YouTube, and MySpace etc. illustrate how important the Internet is for students and others as a communication tool. All mobile phones now have camera, sound and video recording and things that happen now could be on the Internet within the hour. Students may not be aware of how the Media will use their online profiles, which could result in significant embarrassment. Whilst the University can exercise a degree of control over staff, students are not in the same relationship with us and cannot be controlled in this way.

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.

“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
Useful Websites

Tower Hamlets – www.towerhamlets.gov.uk
London First – www.londonfirst.co.uk
UK Resilience – www.cabinetoffice.gov.uk/ukresilience
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.

Types of Evidence

Crime scenes can be a place, person, object etc where a crime or suspected crime has been committed, from which evidence to identify and convict the offender could be sought. SOCO will look for different types of evidence:

- **DNA**

DNA is found in the nucleus of cells in the body. Our DNA comes from our parents and is a unique genetic ‘fingerprint’. Identical twins have the same DNA. DNA can be found in any body fluids such as saliva, blood, semen etc. DNA evidence can be obtained from hair, cups and cigarette ends etc.

- **Fingerprints**

Fingerprints are used to prove or confirm identity. They are made up from sweat and are very rarely visible unless the suspect has a substance on their fingers. The fingerprints you cannot see only become visible once they have been enhanced by powder or by chemical treatment. The best surfaces for fingerprints are any smooth, hard, shiny and non-grained surfaces such as glass, plastic and metal.

The worst surfaces are grained surfaces such as leather, material, brick and rough wood. Electrical items are generally not very good for fingerprints. Neither are door handles and light switches as these are touched all the time and just tend to show smudges. It is possible to get fingerprints from paper.
Hairs

Hairs make it possible to establish contact between 2 or more people or scenes. As hairs are easily shed contamination can be an issue. It can be established whether the hair comes from a human or animal. If the root is attached SOCO can get DNA and establish origin, colour, length, presence of contaminants and blood group.

Fibres

The evidential value depends on the number of fibres, rarity of material, variety of colours and density. The fibres would be compared to any clothing retrieved by the police from the suspects.

Glass

Glass samples from the scene can be compared to glass samples on the suspect’s shoes or clothing.

Shoe Marks

These are very often not visible until the SOCO has enhanced them with powders. They are often found on doors that have been kicked in, window ledges or glass that has been walked over. Visible shoe marks can be seen on paper that has been walked on or from mud. All shoe marks are unique as how you stand and what you walk on makes indentations on the bottom of your shoes. Shoe marks have a particularly high intelligence value.

Tool Marks

These are also unique. When a door/window has been forced open using a tool, quite often an impression of the tool has been left behind on the surface.

Contamination

When you are at the scene be careful not to contaminate the crime scene by sneezing or coughing over any potential DNA. If you must touch items at the scene be very careful not to leave fingerprints behind. If you are aware of a delay in SOCO attending, inform all parties, e.g. the victim/cleaners etc.

Think PRESERVATION and disturb as little of the scene as possible until the arrival of SOCO.
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.
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 unprevented until the police are able to attend and take over.
<table>
<thead>
<tr>
<th>Agency</th>
<th>Website/Email</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Police</td>
<td><a href="http://www.met.police.uk">www.met.police.uk</a> <a href="mailto:kevin.weedon@met.police.uk">kevin.weedon@met.police.uk</a> (Mile End &amp; Globe Town SNT Inspector)</td>
<td>020 8721 2853 (07770 434948)</td>
</tr>
<tr>
<td>2 London Fire Brigade</td>
<td><a href="http://www.london-fire.gov.uk">www.london-fire.gov.uk</a></td>
<td>Gen Enquiries 0208 555 1200</td>
</tr>
<tr>
<td>3 London Ambulance Service</td>
<td><a href="http://www.londonambulance.nhs.uk">www.londonambulance.nhs.uk</a></td>
<td>Gen Enquiries 0207 921 5100</td>
</tr>
<tr>
<td>4 London Borough of Tower Hamlets Safety &amp; Civil Protection Unit</td>
<td><a href="mailto:Emergency.planning@towerhamlets.gov.uk">Emergency.planning@towerhamlets.gov.uk</a></td>
<td>020 7364 4181</td>
</tr>
<tr>
<td>5 Anti-Terrorist Hotline</td>
<td><a href="http://www.homeoffice.gov.uk">www.homeoffice.gov.uk</a></td>
<td>0800 789 321</td>
</tr>
<tr>
<td>6 Counter Terrorism Security Advisers</td>
<td><a href="mailto:Ian.Bright@met.police.uk">Ian.Bright@met.police.uk</a>, <a href="mailto:Paul.schilling@met.police.uk">Paul.schilling@met.police.uk</a></td>
<td>0207 230 1294, 0207 230 2717</td>
</tr>
<tr>
<td>7 Health Protection Agency</td>
<td><a href="http://www.hpa.org.uk">www.hpa.org.uk</a> &amp; <a href="http://www.necl.team@phe.gov.uk">www.necl.team@phe.gov.uk</a></td>
<td>HPA North East London Regional Office 0207 7811 7756</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NHS Direct 0845 4647</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Meningitis Trust 24 hour helpline 0800 028 1828</td>
</tr>
<tr>
<td>8 Environment Agency</td>
<td><a href="http://www.environment-agency.gov.uk">www.environment-agency.gov.uk</a></td>
<td>Flood Warning 0845 988 1188</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General Enquiries 08708 506506</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Incident Hotline 0800 807060 (24/7)</td>
</tr>
<tr>
<td>9 Met Office</td>
<td><a href="http://www.metoffice.gov.uk">www.metoffice.gov.uk</a></td>
<td>0870 900 0100 01392 885681</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.cresswellservices.co.uk">www.cresswellservices.co.uk</a></td>
<td>Cresswell Facilities Management 0207 252 1101</td>
</tr>
<tr>
<td>10 Transport for London</td>
<td><a href="http://www.tfl.gov.uk">www.tfl.gov.uk</a></td>
<td>David Helmore WTP Relationship Manager 0207 126 1082</td>
</tr>
<tr>
<td>11 Radiation Protection Service</td>
<td><a href="http://www.hpa-radiationservices.org.uk">www.hpa-radiationservices.org.uk</a></td>
<td>Centre for Radiation, Chemical and Environmental Hazards 01235 822670</td>
</tr>
<tr>
<td>12 London Resilience Forums</td>
<td><a href="http://www.londonprepared.gov.uk">www.londonprepared.gov.uk</a></td>
<td>0207 217 3036 0207 665 1500 0207 276 1234</td>
</tr>
<tr>
<td>13 Steve Jupp Emergency Planning Officer, Barts Health Trust</td>
<td><a href="mailto:steve.jupp@bartshealth.nhs.uk">steve.jupp@bartshealth.nhs.uk</a></td>
<td>020 3416 5000 Ext: 47262</td>
</tr>
<tr>
<td>Ser No</td>
<td>Time</td>
<td>Information from</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## TABLE 3: IMT ACTION LOG

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Task</th>
<th>Assigned To</th>
<th>Report Back</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 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)
Appendix A

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 Level

The UK Security Services advise that the current threat to the UK from terrorist activity is **SUBSTANTIAL** as of 31st July 2013. 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 UK Security Services website at [www.mi5.gov.uk](http://www.mi5.gov.uk). A glossary of terrorist group categories is attached at Appendix 2.

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 whole 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 tabletop. 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

QMUL — Bomb Threat Procedure
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/IO or the emergency services will advise depending on circumstances.

Security staff/IO 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 (invacuate).

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/I0 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 funneling 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/I0 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-notification 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/I0 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 place 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 codeword. 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/I0 have assessed the situation. Security/I0 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/I0 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 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, 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/I0 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**
   - Codeword (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?

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

<table>
<thead>
<tr>
<th>Male/Female</th>
<th>Adult/Youth/Child</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nationality:</td>
<td>Age:</td>
</tr>
</tbody>
</table>

*Circle what best describes the caller*

**VOICE**
- Loud/Soft

**SPEECH**
- Fast/Slow

**BACKGROUND NOISE**
- Street or Traffic?
- Aircraft/Trains/Machines
- Music/Pub/Party
- Voices/Children/Animals

**Describe anything distinctive in other remarks.**

**ACCENT**
- Local – Y/N

**MANNER**
- Calm/Angry

**COMMAND OF LANGUAGE**
- Excellent
- Rational/Irrational
- Good
- Coherent/Incoherent
- Fair
- Rambling/Abrupt
- Poor
- Laughing
- Did message appear read? Y/N

**Foreign - describe**
- Obscene

**Emotional**
- Did caller’s voice remind you of anyone?

**Drunk or Intoxicated?**
- Insert detail below

*Describe anything distinctive in other remarks.*

Other remarks: -

Signature: -

Print Name: -

Date: -
Postal Bombs and Suspect Packages
Threat Assessment

The Security Service advises that the current threat to the UK from terrorist activity is SUBSTANTIAL as from 1st May 2013. 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:

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.

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?

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 whole 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 tabletop. **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, 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
### TABLE 5: INCIDENT MANAGEMENT TEAMS CONTACT LISTS

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Simon Gaskell</td>
<td>Principal</td>
<td>020 7882 5061</td>
</tr>
<tr>
<td>Professor Morag Shiach</td>
<td>Vice-Principal &amp; Executive Dean (Humanities &amp; Social Sciences)</td>
<td>020 7882 3006</td>
</tr>
<tr>
<td>Vacant</td>
<td>Vice-Principal &amp; Executive Dean (Science &amp; Engineering)</td>
<td>020 7882 3031</td>
</tr>
<tr>
<td>Professor Peter McOwan</td>
<td>VP for Public Engagement and Student Enterprise</td>
<td>020 7882 3031</td>
</tr>
<tr>
<td>Professor Bill Spence</td>
<td>Vice Principal (Research)</td>
<td>020 7882 5006</td>
</tr>
<tr>
<td>Professor Richard Trembath</td>
<td>Vice Principal (Health) &amp; Executive Dean</td>
<td>020 7882 2258</td>
</tr>
<tr>
<td>Professor Susan Dilly</td>
<td>Vice-Principal (Teaching &amp; Learning)</td>
<td>020 7882 5006</td>
</tr>
<tr>
<td>Professor David Sadler</td>
<td>Vice Principal (International)</td>
<td>020 7882 3006</td>
</tr>
<tr>
<td>Professor Philip Ogden</td>
<td>Senior Advisor to the Principal</td>
<td>020 7882 5006</td>
</tr>
<tr>
<td>Dean Curtis</td>
<td>Chief Strategy Officer</td>
<td>020 7882 5100</td>
</tr>
<tr>
<td>Mike Shore-Nye</td>
<td>Chief Operating Officer</td>
<td>020 7882 5702</td>
</tr>
<tr>
<td>Stephen Wells</td>
<td>Director of Estates &amp; Facilities</td>
<td>020 7882 8901</td>
</tr>
<tr>
<td>Nirmal Borkhataria (Interim)</td>
<td>Finance Director</td>
<td>020 7882 5302</td>
</tr>
<tr>
<td>Chris Day</td>
<td>Director of IT Services</td>
<td>020 7882 8921</td>
</tr>
<tr>
<td>Margaret Ayers</td>
<td>Director of HR</td>
<td>020 7882 6592</td>
</tr>
<tr>
<td>Zarah Laing (interim)</td>
<td>Director of Occupational Health &amp; Safety</td>
<td>020 7882 8967</td>
</tr>
<tr>
<td>Emma Bull</td>
<td>Director of Student Services</td>
<td>020 7882 7385</td>
</tr>
<tr>
<td>Jonathan Morgan</td>
<td>Academic Registrar &amp; Council Secretary</td>
<td>020 7882 5072</td>
</tr>
<tr>
<td>Steven Exley</td>
<td>Assistant Director Estates &amp; Facilities (Residential Services and Events)</td>
<td>020 7882 6972</td>
</tr>
<tr>
<td>Graham Brundle</td>
<td>Head of Catering and Hospitality</td>
<td>020 7882 6234</td>
</tr>
<tr>
<td>Sian Halkyard</td>
<td>Head of Public Relations</td>
<td>020 7882 7454</td>
</tr>
</tbody>
</table>

#### Silver - Tactical Level

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tania Rhodes-Taylor</td>
<td>Director of Marketing and Communications</td>
<td>020 7882 6985</td>
</tr>
<tr>
<td>Mike Sheppard</td>
<td>Assistant Director Estates &amp; Facilities (Infrastructure &amp; Maintenance)</td>
<td>020 7882 8383</td>
</tr>
<tr>
<td>Beverley Weston</td>
<td>Assistant Director Estates &amp; Facilities (Capital Projects)</td>
<td>020 7882 8385</td>
</tr>
<tr>
<td>Lynda Bradish</td>
<td>Assistant Director Estates &amp; Facilities (Facilities Management)</td>
<td>020 7882 8385</td>
</tr>
<tr>
<td>Nick Davie</td>
<td>Assistant Director Estates &amp; Facilities (Property &amp; Space Management)</td>
<td>020 7882 6942</td>
</tr>
<tr>
<td>Graham Brundle</td>
<td>Head of Catering &amp; Hospitality</td>
<td>020 7882 6234</td>
</tr>
<tr>
<td>Stephen Borthwick</td>
<td>Head of Facilities Management</td>
<td>020 7882 2714</td>
</tr>
<tr>
<td>Suzanne Cantelo</td>
<td>Residential Support Manager</td>
<td>020 7882 7357</td>
</tr>
<tr>
<td>Mike Wojcik</td>
<td>CEO, Students’ Union</td>
<td>020 7882 8033</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Office</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Chris English</td>
<td>Workshop Manager, SEMS</td>
<td>020 7882 6994</td>
</tr>
<tr>
<td>Colin Powell</td>
<td>Facilities Manager, EECS</td>
<td>020 7882 7271</td>
</tr>
<tr>
<td>Matthew Harvey</td>
<td>Finance &amp; Facilities Officer, Maths</td>
<td>020 7882 5514</td>
</tr>
<tr>
<td>John Dennis</td>
<td>Reader in Molecular Nanostructural Materials, Physics</td>
<td>020 7882 3412</td>
</tr>
<tr>
<td>Ruth Rose</td>
<td>Facility Technician, Fogg, SBCS</td>
<td>020 7882 4620</td>
</tr>
<tr>
<td>Sonia Dagnino</td>
<td>Lab Manager, SBCS</td>
<td>020 7882 3917</td>
</tr>
<tr>
<td>Jill Evans</td>
<td>Head of Administration, LLF</td>
<td>020 7882 8300</td>
</tr>
<tr>
<td>Jules Deering</td>
<td>Technical Director, English &amp; Drama</td>
<td>020 7882 8526</td>
</tr>
<tr>
<td>Rose Frampton</td>
<td>Finance Manager, History</td>
<td>020 7882 8355</td>
</tr>
<tr>
<td>Alice De Havillan</td>
<td>Undergraduate Administrator, Politics</td>
<td>020 7882 5623</td>
</tr>
<tr>
<td>Elizabeth Goldsmith</td>
<td>Head of Administration, School of Business Management</td>
<td>0207 882 7015</td>
</tr>
<tr>
<td>Janette Monk</td>
<td>Departmental Coordinator, Laws</td>
<td>020 7882 3929</td>
</tr>
<tr>
<td>Carla Colasanti</td>
<td>Economics &amp; Finance</td>
<td>020 7882 8850</td>
</tr>
<tr>
<td>Stephanie Price</td>
<td>Department Manager, Marketing &amp; Communications</td>
<td>020 7882 3787</td>
</tr>
<tr>
<td>Pauline Ellis-Sackey</td>
<td>Admin Support Officer, Finance</td>
<td>020 7882 7925</td>
</tr>
<tr>
<td>Brenda King</td>
<td>Administrator, HR</td>
<td>020 7882 3169</td>
</tr>
<tr>
<td>Donna Smith</td>
<td>Administration Manager, Student Services</td>
<td>020 7882 3876</td>
</tr>
<tr>
<td>Odetta Graves</td>
<td>PA, IT</td>
<td>020 7882 5933</td>
</tr>
<tr>
<td>Julie Herd</td>
<td>PA, Council Secretariat</td>
<td>020 7882 3354</td>
</tr>
<tr>
<td>Lessia Djakowska</td>
<td>Office Manager, QM Innovation</td>
<td>020 7882 5391</td>
</tr>
<tr>
<td>Tanya Choudhury</td>
<td>Facilities &amp; Admin Manager, SU</td>
<td>020 7882 8456</td>
</tr>
<tr>
<td>Ralph Thompson</td>
<td>Facilities Manager, EAF, Whitechapel</td>
<td>020 7882 7280</td>
</tr>
<tr>
<td>Bob Hunt</td>
<td>Security Operations Manager, EAF</td>
<td>020 7882 8472</td>
</tr>
<tr>
<td>Catherine Burden</td>
<td>Residences H &amp; S Coordinator, EAF</td>
<td>020 7882 5846</td>
</tr>
<tr>
<td>Vacant</td>
<td>Maintenance / Projects</td>
<td></td>
</tr>
<tr>
<td>Max Moorcock</td>
<td>Manager, Nursery</td>
<td>020 7882 2790</td>
</tr>
<tr>
<td>Nicole Nathan</td>
<td>Centre Manager, CAPD</td>
<td>020 7882 2808</td>
</tr>
<tr>
<td>Robin Kerrigan</td>
<td>H &amp; S Advisor, OHSD</td>
<td>020 7882 6948</td>
</tr>
<tr>
<td>Vacant</td>
<td>Strategic Planning Office</td>
<td></td>
</tr>
<tr>
<td>Lauren Hall</td>
<td>EA, Chief Operating Office</td>
<td>020 7882 5702</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Phone Number</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Sarah Cripps</td>
<td>Development Manager, Alumni Relations &amp; Fundraising</td>
<td>020 7882 6428</td>
</tr>
<tr>
<td>Christine Sofianos</td>
<td>Institute Manager, Institute of Health Sciences Education</td>
<td>020 7882 2617</td>
</tr>
<tr>
<td>Steve Moore</td>
<td>Learning Resources and Facilities Manager, SMD</td>
<td>020 7882 2216</td>
</tr>
<tr>
<td>Cheryl Mason</td>
<td>Institute Manager, Wolfson Institute</td>
<td>020 7882 6263</td>
</tr>
<tr>
<td>Monica Canosa</td>
<td>Assistant Institute Manager, Blizard Institute</td>
<td>020 7882 2299</td>
</tr>
<tr>
<td>Michael Schofield</td>
<td>Senior Technician, Blizard Institute</td>
<td>020 7882 2377</td>
</tr>
<tr>
<td>Chris Evagora</td>
<td>Lab Manager, Blizard Institute</td>
<td>020 324 60155</td>
</tr>
<tr>
<td>Deborah Buckle</td>
<td>Lab Manager, Barts Cancer Institute</td>
<td>020 7882 3568</td>
</tr>
<tr>
<td>Selina Blades</td>
<td>Lab Manager, Barts Cancer Institute</td>
<td>020 7882 3805</td>
</tr>
<tr>
<td>Erskine Greenidge</td>
<td>Chief Technician, Institute of Dentistry</td>
<td>020 7882 5972</td>
</tr>
<tr>
<td>Kerry Newbury</td>
<td>Assistant General Manager, Institute of Dentistry</td>
<td>020 7882 6616</td>
</tr>
<tr>
<td>Steven Coppen</td>
<td>Lab Manager, WHRI</td>
<td>020 7882 8234</td>
</tr>
<tr>
<td>Tracey Williams</td>
<td>Schools Space Manager, SMD</td>
<td>020 7882 2255</td>
</tr>
<tr>
<td>Geraldine Hansen</td>
<td>BSU, Mile End</td>
<td>020 7882 2265</td>
</tr>
<tr>
<td>Gwen Robinson</td>
<td>Occupational Health Advisor</td>
<td>020 7882 8700</td>
</tr>
<tr>
<td>Joyce Sisimayi</td>
<td>Occupational Health Advisor</td>
<td>020 7882 8700</td>
</tr>
<tr>
<td>Mark Ariyanayagam</td>
<td>Biological Safety Adviser</td>
<td>020 7882 3878</td>
</tr>
<tr>
<td>Paul Cassell</td>
<td>Medicine and Radiation Protection Manager</td>
<td>020 7882 8969</td>
</tr>
<tr>
<td>Johnathan O'Regan</td>
<td>Assistant Director Infrastructure, IT</td>
<td>020 7882 6067</td>
</tr>
<tr>
<td>Tavinder Jandu</td>
<td>Head of Network Services, IT</td>
<td>020 7882 7080</td>
</tr>
<tr>
<td>James Martin</td>
<td>Maintenance Manager, ME</td>
<td>0207 882 2727</td>
</tr>
<tr>
<td>Neil Florey</td>
<td>Maintenance Manager, ME</td>
<td>020 7882 8388</td>
</tr>
<tr>
<td>Anil Gooneratne</td>
<td>Maintenance Manager, WC</td>
<td>020 7882 7231</td>
</tr>
<tr>
<td>Ron Hodgson</td>
<td>Maintenance Manager, CHSQ</td>
<td>020 7882 8449</td>
</tr>
<tr>
<td>Stephen Metcalfe</td>
<td>Head of Maintenance</td>
<td>020 7882 8892</td>
</tr>
<tr>
<td>Marie Montague</td>
<td>Assistant Director Support, Student Services</td>
<td>020 7882 8804</td>
</tr>
<tr>
<td>Simon Jarvis</td>
<td>Head of Disability and Dyslexia</td>
<td>020 7882 2765</td>
</tr>
<tr>
<td>Fiona Marsh</td>
<td>School Manager, SBCS</td>
<td>020 7882 6536</td>
</tr>
<tr>
<td>Isobel Bates</td>
<td>School Manager, EECS</td>
<td>020 7882 7270</td>
</tr>
<tr>
<td>Jayne Hawkins</td>
<td>School Manager, SEMS</td>
<td>020 7882 8737</td>
</tr>
<tr>
<td>Joanne Young</td>
<td>School Manager, Maths</td>
<td>020 7882 5485</td>
</tr>
<tr>
<td>Sarah Cowls</td>
<td>School Manager, Physics</td>
<td>020 7882 6954</td>
</tr>
</tbody>
</table>
Jenny Gault  
School Administrative Director, English & Drama  
020 7882 8574

Anna Dulic-Sills  
Head of Administration, Geography  
020 7882 8128

Emma Yates  
Director of Administration, History  
020 7882 5630

Ricardo Garcia  
Director of Administration, Law  
020 7882 3922

Marlon Gomes  
Director of Administration, Politics  
020 7882 8603

Vacant  
Information and Log Keeper

Rob Bennett  
COO, SMD  
020 7882 2259

Junior Joseph  
Facilities Manager, CHSQ  
020 7882 5854

Denise Elliott  
Institute Manager, WHRI  
020 7882 6090

Delphine Purves  
Institute Manager, Barts Cancer Institute  
020 7882 3503

Sue Keefe  
Director of BSU  
020 7882 2254

Christine Murray  
Centre administrator, LIF  
020 7882 8085

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Jarvie</td>
<td>Security Shift Manager</td>
<td>020 7882 5000</td>
</tr>
<tr>
<td>Ahcene Chemali</td>
<td>Security Shift Manager</td>
<td>020 7882 5000</td>
</tr>
<tr>
<td>Jakub Krol</td>
<td>Security Shift Manager</td>
<td>020 7882 5000</td>
</tr>
<tr>
<td>Nazir Ahmed</td>
<td>Security Shift Manager</td>
<td>020 7882 5000</td>
</tr>
<tr>
<td>Gary Tyler</td>
<td>Security Shift Manager</td>
<td>020 7882 5000</td>
</tr>
<tr>
<td>Monshur Bari</td>
<td>Security Shift Manager</td>
<td>020 7882 5000</td>
</tr>
<tr>
<td>Keith Vagg</td>
<td>Senior Fire Safety Adviser</td>
<td>020 7882 8384</td>
</tr>
<tr>
<td>Robin Kerrigan</td>
<td>Health &amp; Safety Advisor</td>
<td>020 7882 6948</td>
</tr>
<tr>
<td>James Martin</td>
<td>Maintenance Manager, ME</td>
<td>020 7882 2727</td>
</tr>
<tr>
<td>Neil Florey</td>
<td>Maintenance Manager, ME</td>
<td>020 7882 8388</td>
</tr>
<tr>
<td>Anil Gooneratne</td>
<td>Maintenance Manager, WC</td>
<td>020 7882 7231</td>
</tr>
<tr>
<td>Ron Hodgson</td>
<td>Maintenance Manager, CHSQ</td>
<td>020 7882 8449</td>
</tr>
<tr>
<td>Tavinder Jandu</td>
<td>Head of Network Services, IT</td>
<td>020 7882 7080</td>
</tr>
<tr>
<td>Barbara Ashcroft</td>
<td>Housing Services Manager</td>
<td>020 7882 7027</td>
</tr>
<tr>
<td>Suzanne Cantelo</td>
<td>Residential Support Manager</td>
<td>020 7882 7357</td>
</tr>
<tr>
<td>Ian Douglas</td>
<td>Head of IT Security, IT</td>
<td>020 7882 6068</td>
</tr>
<tr>
<td>Paul Smallcombe</td>
<td>Records &amp; Information Compliance Manager</td>
<td>020 7882 7596</td>
</tr>
<tr>
<td>Derek Slade</td>
<td>EAF Helpdesk Manager</td>
<td>020 7882 3455, 020 7882 8390</td>
</tr>
</tbody>
</table>
References

Assembly Points p45, p47, p458, p81
Bomb Threats p26, p28, p78, p83
Business Continuity p6, p7, p14, p65
Checklists p20, p88, p89
Chemical p23, p27, p61, p69, p74, p78, p79, p86, p94
Counter Terrorist p27, p74, p91
Disabled Persons p46
Email Threats p78, p83
Emergency Equipment p77
Emergency Management p10
External Contact List p74
Fatalities p39
Fire Service p23, p45
Firearms p32, p33, p34
First Aid p19, p39, p40, p56, p58, p77, p87
Flooding P50, p51, p53, p55
Gas Leaks p57
Health and Safety p19, p38, p39, p43, p51, p59, p61, p69, p73
IMT Terms of Reference p14
Incident Log Sheet p75
Incident Management Team P5, p12, p14, p19, p53, p66, p96
Incident Room p16, p17
Industrial Action P71
Infectious Diseases p35, p37
Influenza p37
Insurance P19, p22, p58, p60
IT Services p58, p59, p64, p65
Local Authority p20, p24, p53, p55
London Ambulance Service p24, p74
Media p6, p7, p22, p23, p40, p41, p66, p67, p78
Meningitis p38, p74
MTPAS p25
Operational Level (Bronze) p12, p13, p96
Power Outages P62
Press p21, p22, p42, p66
Public Disorder p72, p73
Radiation P13, p61, p74
Regional Resilience p68

100
Roads  P28, p45, p50, p53, p56
Scenes of Crime  P69
Spillages  TBA
Standby Generators  P62
Strategic Level (Gold)  p12, p13, p15, p49, p96
Structural Damage  p53, p58, p81, p84
Student Death  p40, p41
Suicide  p21, p32, p40, p78, p85
Suspect Packages  p26, p79 – p83, p90, p91, p93
Tactical Level (Silver)  p12, p13, p15, p96
Telephone Threats  p78, p83
Terrorism  p26, p27, p29, p74
Terrorist Groups  p29, p78
Weather Conditions  p52, p53, p55