

# LSE Major Incident Initial Response Plan

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# Introduction

The Major Incident Initial Response Plan sets out the framework for the actions to be taken at School level in response to the early stages of any major incident affecting the Houghton Street campus or a Student Residence. It replaces the former Common Initial Emergency Response Procedure (CIERP). The primary objective of the Plan is to help ensure the safety of and wellbeing of people and security of property in the immediate aftermath of a major incident.

A major incident is one which has the impacts summarised in Section 2. Incidents with impacts of this magnitude can be expected to occur infrequently.

To ensure it is of maximum practical use in an incident, the Plan has been formatted as a series of tick-off checklists, with responsibility for taking the actions described being clearly set out.

The Major Incident Initial Response Plan deals with the preliminary stage of the School's response to a major incident within the overall LSE Business Continuity Plan. It paves the way into the Major Incident Business Recovery Plan, the objective of which is to ensure the timely and prioritised resumption of business critical activities and gradual return to business as usual.

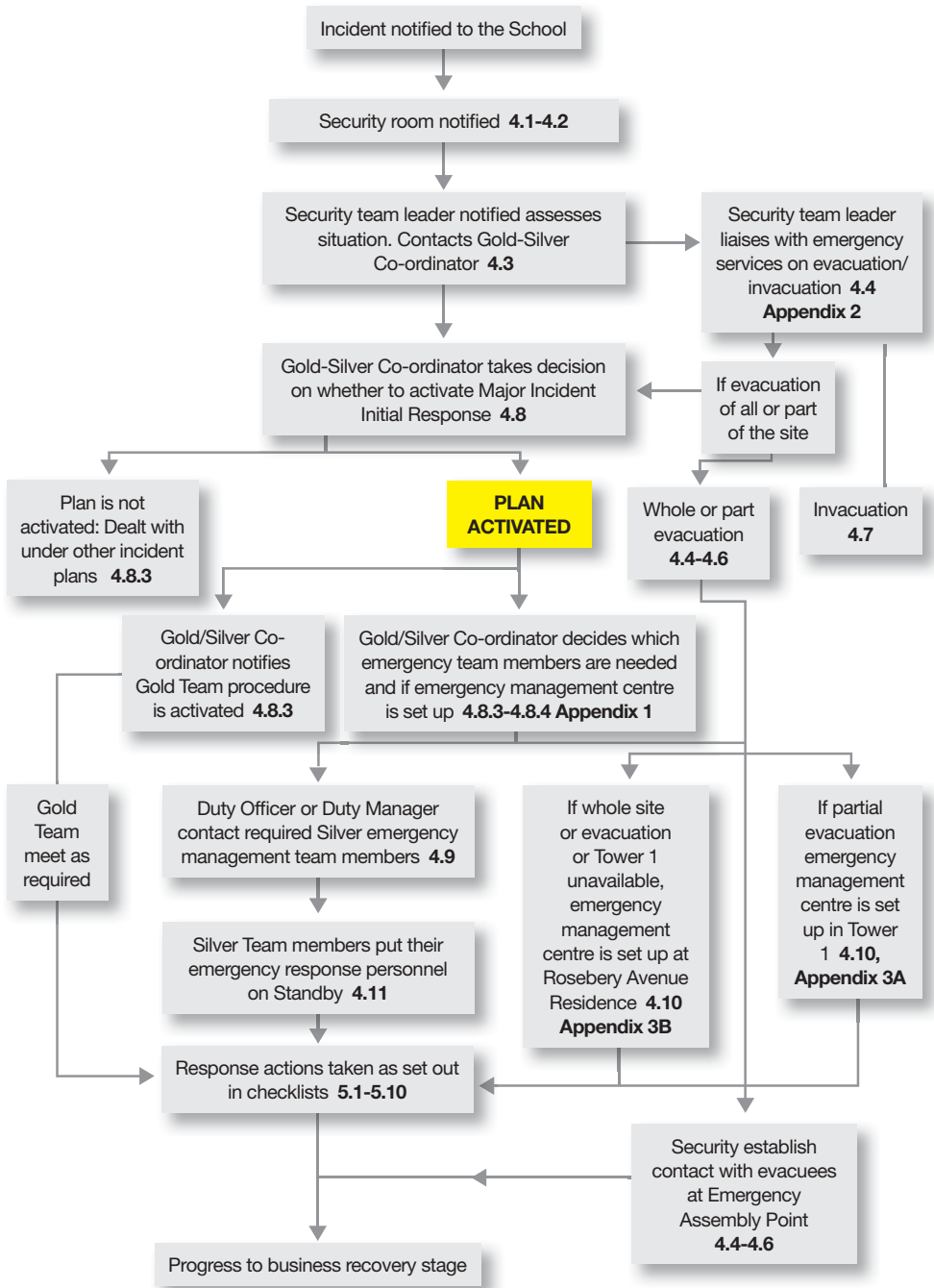
This Plan will be subject to regular testing through various types of exercise and will be revised in the light of lessons learnt but any comments on how it may be improved are always welcomed.

Andrew Webb  
Director of Business Continuity  
020 7849 4959  
a.webb@lse.ac.uk

December 2010

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**FIRE: In the event of any incident involving fire on LSE premises, the School's Fire Safety Procedures will apply. The Fire Safety Procedures are reproduced as component Plan VIII of the LSE Business Continuity Plan.**



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# 1. Purpose and scope of the Major Incident Initial Response Plan

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# What is the purpose of this plan?

## At what point in an incident does it kick in?

## What situations does it cover?

## How is it meant to be used?

- 1.1** The plan sets out the actions that will be taken by the School's Major Incident Management Teams and other designated incident response personnel to secure the health, safety and welfare of staff, students and visitors on the central School premises at Houghton Street in the immediate aftermath of a major incident. Major incidents at one or more of the LSE student residences will also be managed by the Plan.
- 1.2.** The Major Incident Initial Response Plan is intended to be used as a working document of actions to be taken in the immediate aftermath of an incident. Much of it therefore takes the form of check-list of actions **formatted in red in tables to work through and tick off as completed.** *More detailed information is contained in the Annexes- links to Annexes and cross-references to other parts of the Plan and other plans are in green italics*
- 1.3** Using checklists in the Major Incident Initial Response Plan

| Ref | Action                                                                                                                                                       | when done – go to next action. Record any decisions |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 1   | Use the plan as a working document in an incident                                                                                                            |                                                     |
| 2   | Use the action checklists to ensure the correct steps have been followed                                                                                     |                                                     |
| 3   | Tick off the actions when they have been taken                                                                                                               |                                                     |
| 4   | Ensure checklists completed during an incident are retained and given to the Director of Business Continuity after the incident as evidence of actions taken |                                                     |

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## 2. Definition of a major incident

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# What is a 'major' incident?

**A major incident is one which has any of the following impacts:**

- a) the loss of access to or the need to evacuate more than one building on the Houghton Street campus or an LSE student residence.
- b) major damage and/or multiple casualties on the Houghton St campus or in an LSE residence.
- c) contamination of the campus, an LSE student residence, and/or surrounding areas by a hazardous substance or agent.
- d) restrictions on movement in and around the Houghton Street campus or an LSE student residence, which is likely to disrupt the work of the School, eg, terrorist action on campus or in the surrounding areas.
- e) catastrophic disruption or damage to London's the public transport system or infrastructure which impacts on the normal operation of the central School site or an LSE student residence, eg, bomb, flooding.
- f) catastrophic lost of utilities on the Houghton Street campus or in an LSE student residence eg, loss of power, telephones, IT etc.

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# 3. Major incident management team structure

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## Who has responsibility for managing the initial response to an emergency?

- 
- 3.1** The School's Major Incident Management Teams follow the same 'Gold', 'Silver' and 'Bronze' command and control structure as the emergency services and other agencies responding to emergencies.
- 
- 3.2** The Gold (Strategic) Team is concerned with the strategic impact of the incident on the whole or significant parts of the operation of the School. The Silver (Tactical) team is responsible for determining how to manage the impact of the incident within the policy guidelines set by the Gold Team and the emergency services.
- 
- 3.3** Some members of the Gold Team are also designated as 'Gold-Silver Co-ordinators'. The role of these Co-ordinators is to decide how an incident will be managed, and to act as the point of liaison between the Gold and Silver Teams by chairing the meetings of the Silver Team in the Emergency Management Centre.
- 
- 3.4** The Bronze (Implementation) team is responsible for carrying out the decisions of the Gold and Silver Teams on the ground.
- 
- 3.5** Details of the membership of the Gold, Silver and Bronze Teams are given in *Appendix 1*.
- 
- 3.6** Other staff will act as Incident Response Personnel. They undertake functions relating to their normal duties that are of particular importance in the management of the immediate aftermath of a major incident. Incident Response Personnel work under the guidance of members of the Bronze Team.

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# 4. Actions to be taken immediately after the notification of an incident

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**Note:**

Paras 4.1-4.11 set out sequentially the actions to be taken immediately after the notification of an incident

Para 4.12 sets out the same actions grouped by key role players' responsibilities

## When someone first becomes aware of a major incident, what should they do?

- 
- 4.1** Whoever within the School first becomes aware of, or is notified of, an incident with the potential level of impact upon the Houghton Street site outlined in [Section 2\(a\)-\(f\)](#) above, must immediately notify the LSE Security control room on the emergency number 666.
- 
- 4.2** The member of staff on duty in the LSE Security control room who receives notification of the incident will contact the Duty Officer with the details.
- 
- 4.3** In the case of an incident in an LSE student residence, initial notification of an incident should be reported to the Duty Manager for the affected residence.

## Once the incident has been picked up by Security, what happens next?

The Duty Officer or Duty Manager will:

| Ref   | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓ when done – go to next action. Record any decisions |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| 4.3.1 | <p>liaise with the police, fire service and other relevant bodies to establish the nature and extent of the incident and in particular:</p> <ul style="list-style-type: none"> <li>• whether School buildings have been placed within a police cordon and have to be evacuated for safety OR</li> <li>• whether the nature of the incident requires staff and students to remain within the buildings for safety.</li> </ul> <p><i>(Further Information about the role of the Emergency Services is given in Appendix 2)</i></p> |                                                       |
| 4.3 2 | <p>(if evacuation is necessary) work with the Police to evacuate the buildings concerned.</p> <p><i>(see 4.4-4.5 below)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                  |                                                       |
| 4.3.3 | <p>(If there are multiple fatalities) ascertain from the Police the Casualty Bureau number the Police will set up and from which the Police will:</p> <ul style="list-style-type: none"> <li>• co-ordinate information on people believed to have been involved in the incident,</li> <li>• reconcile missing persons</li> <li>• identify the deceased</li> <li>• inform the next of kin.</li> </ul>                                                                                                                             |                                                       |

|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.3.4 | pass the Casualty bureau number to the LSE Incident Management team 'Gold-Silver' Co-ordinator, once contacted. <i>(see 4.8)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| 4.3.5 | undertake a rapid assessment of the available information in order to establish whether the scale, duration and impact of the incident are of the order of magnitude described in <i>Section 2 above</i> and require the Major Incident Initial Response Plan to be invoked.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 4.3.6 | <i>(for incidents affecting the Houghton St campus):</i> contact the list of members of the LSE Major Incident Management Team designated as a 'Gold-Silver Co-ordinator' using the emergency contact details list held on public folders or on his or her PDA. The Duty Officer or Duty Manager will report his or her assessment to the first Gold-Silver Co-ordinator with whom contact can be made, and recommend either that the Major Incident Response Plan should be invoked to deal with the incident, or that it is dealt with in another way <i>(for incidents affecting an LSE residence):</i> contact the Director of Residential and Catering Services. <i>Further information on membership of the Major Incident Management Teams is given in Appendix 1.</i> |  |

# What happens if the incident requires evacuation of the site?

**4.4 Evacuation.** The Police may establish cordons to guard the scene, protect the public; control sightseers; prevent unauthorised interference with evidence or property and facilitate the operations of the emergency services and other agencies. Entry into the cordons is strictly controlled by the Police. **If the Emergency Services give the instruction at an early stage to evacuate buildings because they fall within a police cordon, or that staff must remain within buildings because of the nature of the incident, the Duty Officer or Duty Manager will:**

|       |                                                                                                                                                                                                   |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.4.1 | establish with the emergency services to which of the School's pre-designated emergency assembly points evacuated staff, students and visitors should be directed.                                |  |
| 4.4.2 | instruct security staff and the fire wardens for the buildings affected to escort staff students and visitors to the designated assembly point, working with the emergency services as necessary. |  |

**4.5 The Security Staff and fire Wardens for each evacuated building will:**

|       |                                                                                                     |  |
|-------|-----------------------------------------------------------------------------------------------------|--|
| 4.5.1 | proceed to the buildings and escort staff and students to the designated emergency assembly points. |  |
|-------|-----------------------------------------------------------------------------------------------------|--|

### Emergency Assembly Points for Houghton Street Campus

| Criteria                                                                                | Location                                                                                          |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| If only one building is involved and assembly point not within cordon.                  | Fire assembly point for individual building                                                       |
| If a limited number of buildings are involved and their assembly point is within cordon | Alternative fire assembly point on campus                                                         |
| If whole site evacuation is necessary, and cordon within 400 metres                     | North East Corner of Lincolns Inn Fields (near the public conveniences and 'Camdonian' sculpture) |
| Evacuation of a student residence                                                       | Each LSE student residence has pre-designated emergency assembly points                           |

# What happens after an evacuation of the site?

- 4.6 Post-Evacuation.** Once gathered at the emergency assembly points, staff, students and visitors will be given further instructions following directions from the Emergency Services. These may include
- go home until further notice
  - await further instructions
  - proceed to temporary accommodation outside the cordon. Depending on the size of the evacuation, and location of the cordon, staff, students and visitors may be directed from the Houghton Street emergency assembly points to one or more of the following locations:

## North of the River

|                                     |                                           |
|-------------------------------------|-------------------------------------------|
| (1) High Holborn Residence          | 178 High Holborn London WC1V 7AA          |
| (2) Grosvenor House Residence       | 141 Drury Lane, London WC2B 5TB           |
| (3) Northumberland Avenue Residence | 8a Northumberland Avenue, London WC2N 5BY |

## South of the River

|                    |                                  |
|--------------------|----------------------------------|
| Bankside Residence | 24 Sumner Street, London SE1 9JA |
|--------------------|----------------------------------|

## Evacuation of a student residence in term time

- evacuated students may initially be directed to local authority provided temporary rest centre facilities if they are set up on the instruction of the emergency services. (These facilities are not intended to provide alternative sleeping accommodation.)
- evacuated students unable to make short-term arrangements to stay with family or friends will be instructed to proceed to a designated assembly point in a building on the Houghton St site until alternative accommodation can be found for them by the Accommodation Office in another LSE or non-LSE residence or in private sector accommodation.

## Evacuation of a student residence during the vacation

- transportation of residents to a rest area on the LSE campus will be arranged
- empty rooms throughout other LSE residences will be identified for relocations
- local hotel accommodation and travel to it will be arranged by the Accommodation Office where necessary
- future reservations in the affected residence will be cancelled/relocated



## What will happen if the emergency services instruct people to remain in buildings (invacuate) rather than evacuate?

**Remaining within buildings.** There may be circumstances where the Emergency Services will direct the School to ensure that people to remain on campus or in a student residence. They could also place restriction on movements between buildings on the campus or confine occupants to a building.

Invacuation is most likely to occur when there is a risk of further explosions in the street or in emergency assembly points. The key point is that everyone should stay away from windows. **When the instruction to staff is to remain in buildings, security personnel or fire wardens will:**

|       |                                                                                                                                             |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.7.1 | instruct the occupants of buildings using loudhailers of the restrictions imposed by the emergency services and await further instructions. |  |
| 4.7.2 | instruct those outside to go into the nearest safe building and await further instructions.                                                 |  |

## Following initial notification of an incident, who in the LSE management decides whether it merits the Major Incident Initial Response Plan being invoked ? That decision taken, what happens next?

### 4.8 The Gold-Silver Co-ordinator contacted by the Duty Officer, or in the case of an incident in the residences, the Director of Residential and Catering Services, will:

|       |                                                                                                                                                                                                                                              |  |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.8.1 | take the decision whether to activate the Major Incident Initial Response Plan on the basis of information and assessment provided by the Duty Officer or Duty Manager. The following information should be gathered and taken into account: |  |
|       | From whom was the message received about the incident?                                                                                                                                                                                       |  |
|       | What is their contact number?                                                                                                                                                                                                                |  |
|       | What was the time and date of the receipt of the message?                                                                                                                                                                                    |  |
|       | What is the nature of the incident (eg fire, bomb, flood, power failure)?                                                                                                                                                                    |  |
|       | Which LSE buildings are affected by the incident?                                                                                                                                                                                            |  |
|       | Can the Emergency Management Centre in Tower 1 (Rooms U101, 103, 108 and 110) be accessed?                                                                                                                                                   |  |
|       | Can the alternative off-site Centre in the Myddleton Suite, Rosebery Avenue Hall, 90 Rosebery Avenue, London EC1, be accessed?                                                                                                               |  |
|       | Is electricity still available on site?                                                                                                                                                                                                      |  |

|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|       | Is the main LSE Switchboard (Old Building) operational?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
|       | Is the LSE website working?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
|       | Is internal email working?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|       | Have the emergency services been called and are they in attendance?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
|       | Which utilities and contractors are on site?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
|       | Which LSE personnel are currently on the scene dealing with the incident and who are they?                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|       | Who else has been notified? If the initial call about the incident was not from Security, are Security now aware of the incident?                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
|       | Can the incident be managed or contained locally?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| 4.8.2 | <p>decide whether, based on information available on the incident, and the availability of premises it will be managed by the Silver Team:</p> <ul style="list-style-type: none"> <li>• from the Emergency Management Centre on the first floor of Tower 1, (Rooms U101/103/108/110) OR</li> <li>• the off-campus Emergency Management Centre in the Myddleton Rooms Suite in the basement of Rosebery Avenue Hall, 90 Rosebery Avenue, London EC1R 4TY OR</li> <li>• in another suitable location or</li> <li>• by virtual communication.</li> </ul> |  |
| 4.8.3 | <p>decide:</p> <ul style="list-style-type: none"> <li>• whether or not to alert the Gold Team to the incident,</li> <li>• whether it is necessary for the Gold Team to assemble in the Emergency Management Centre, and if so which members.</li> </ul>                                                                                                                                                                                                                                                                                               |  |

|       |                                                                                                                                                                                                                                      |  |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.8.4 | ask the Duty Officer to contact the Silver Team members needed to manage the incident.                                                                                                                                               |  |
| 4.8.5 | ask the Duty Officer to arrange for the chosen centre to be set up following the approved instructions <i>attached as Appendix 3</i> . If the Duty Manager cannot be contacted, the Gold-Silver Co-ordinator should set up the room. |  |
| 4.8.6 | make his or her way to the chosen location for the Emergency Management Centre (if it has been decided to use one) to chair the Silver Team.                                                                                         |  |

**4.9 The Duty Officer (or Duty Manager in the case of an incident in a student residence), once the decision has been made to activate the Major Incident Response Plan, will:**

|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.9.1 | <i>(for an incident on the Houghton St site)</i> instruct the Security control room to alert members of the 'Silver' Major Incident Management Team and (if it has been decided to use one) to proceed the location of the Emergency Management Centre (EMC)<br><i>(for an incident in an LSE student residence)</i> alert the Residences Management Team (the Accommodation Officer, the Service Managers and the Warden of the residence affected) and such members of the School's Silver Team as the Director of Residences and Catering will have identified. |  |
| 4.9.2 | contact Gold Team members as appropriate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |

|       |                                                                                                                                                                                                         |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.9.3 | agree with the Gold-Silver Co-ordinator who will be responsible for setting up the chosen EMC following instructions specific to the location. This will normally be a member of the LSE Security Team. |  |
| 4.9.4 | notify the person assigned responsibility for setting up the Centre and ask that they proceed to the location and set it up.                                                                            |  |

#### **4.10 The person responsible for setting up the Emergency Management Centre will:**

|        |                                                                                                                                                                                                                            |  |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.10.1 | proceed to the location and aim to set it up for operation within 20 minutes of receiving the notification from the Duty Officer.<br><i>Instructions for setting up the Emergency Management Centres are in Appendix 3</i> |  |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

#### **4.11 Silver Team members, once alerted to the activation of the Major Incident Response Procedure will:**

|        |                                                                                                                                                                   |  |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.11.1 | contact relevant Bronze Team members and other major incident response personnel in their departments to put them on standby, (using a cascade system for speed). |  |
| 4.11.2 | make their way to the Emergency Management Centre designated by the Gold-Silver Co-ordinator (if one has been chosen).                                            |  |
| 4.11.3 | ensure they carry their School ID card at all times.                                                                                                              |  |

# 4.12 IMMEDIATE POST-NOTIFICATION ACTIONS ARRANGED BY KEY ROLE PLAYERS' RESPONSIBILITIES

## KEY

### KEY ROLE PLAYERS

- Duty Officer or Duty Manager\*
- Security Staff and Fire Wardens
- Gold -Silver Co-ordinators or Director of Residential and Catering Services \*
- Person setting up the Emergency Management Centre
- Silver Team members

*\* if the incident affects a student residence*

Point at which actions to be carried out within stage of incident

Supplementary information

Detailed actions for role player  
*Cross-references to other parts of plan*

## IMMEDIATE POST NOTIFICATION ACTIONS FOR: THE DUTY OFFICER OR DUTY MANAGER

(a) on being given the initial notification of a incident by the member of staff on duty in the security control room, the Duty Officer (or Duty Manager if the incident occurs in a student residence) will:

| Ref   | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ✓ when done – go to next action. Record any decisions |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| 4.3.1 | liaise with the police, fire service and other relevant bodies to establish the nature and extent of the incident and in particular: <ul style="list-style-type: none"> <li>• whether School buildings have been placed within a police cordon and have to be evacuated for safety OR</li> <li>• whether the nature of the incident requires staff and students to remain within the buildings for safety</li> </ul> <i>(Further Information about the role of the Emergency Services is given in Appendix 2 of the Plan)</i> |                                                       |
| 4.3 2 | (if evacuation is necessary) work with the Police to evacuate the buildings concerned.<br><i>(see 4.4 and 4.5 below)</i>                                                                                                                                                                                                                                                                                                                                                                                                      |                                                       |
| 4.3.3 | (If there are multiple fatalities) ascertain from the Police the Casualty Bureau number the Police will set up and from which the Police will: <ul style="list-style-type: none"> <li>• co-ordinate information on people believed to have been involved in the incident,</li> <li>• reconcile missing persons</li> <li>• identify the deceased</li> <li>• inform the next of kin.</li> </ul>                                                                                                                                 |                                                       |
| 4.3.4 | pass the Casualty Bureau number to the LSE Incident Management team 'Gold-Silver' Co-ordinator, once contacted. <i>(see 4.8)</i>                                                                                                                                                                                                                                                                                                                                                                                              |                                                       |

|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.3.5 | undertake a rapid assessment of the available information in order to establish whether the scale, duration and impact of the incident are of the order of magnitude described in <i>Section 2</i> and require the Major Incident Initial Response Plan to be invoked.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| 4.3.6 | (for incidents affecting the Houghton St campus): contact the list of members of the LSE Major Incident Management Team designated as a 'Gold-Silver Co-ordinator' using the emergency contact details list held on public folders or on his or her PDA to report his or her assessment to the first Gold-Silver Co-ordinator with whom contact can be made, and recommend either that the Major Incident Response Plan should be invoked to deal with the incident, or that it is dealt with in another way.<br>(for incidents affecting an LSE residence): contact the Director of Residential and Catering Services.<br><i>Further information on the membership of Major Incident Management Teams is given in Appendix 1.</i> |  |

(b) on an instruction being issued by the emergency services to evacuate buildings within a cordon, the Duty Officer (or Duty Manager if the incident occurs in a student residence) will:

|       |                                                                                                                                                                                                   |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.4.1 | establish with the emergency services to which of the School's pre-designated emergency assembly points evacuated staff, students and visitors should be directed.                                |  |
| 4.4.2 | instruct security staff and the fire wardens for the buildings affected to escort staff students and visitors to the designated assembly point, working with the emergency services as necessary. |  |



(c) once the decision has been taken by a Gold-Silver Co-ordinator to activate the Major Incident Response Plan, the Duty Officer (or Duty Manager if the incident occurs in a student residence) will:

|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.9.1 | <i>(for an incident on the Houghton St site) instruct the Security control room to alert members of the 'Silver' Major Incident Management Team and (if it has been decided to use one) to the location of the Emergency Management Centre (EMC)</i><br><i>(for an incident in an LSE student residence) alert the Residences Management Team (the Accommodation Officer, the Service Managers and the Warden of the residence affected) and such members of the School's Silver Team as the Director of Residences and Catering will have identified.</i> |  |
| 4.9.2 | contact Gold Team members as appropriate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 4.9.3 | agree with the Gold-Silver Co-ordinator who will be responsible for setting up the chosen EMC following instructions specific to the location. This will normally be a member of the LSE Security Team.                                                                                                                                                                                                                                                                                                                                                    |  |
| 4.9.4 | notify the person assigned responsibility for setting up the Centre and ask that they proceed to the location and set it up.                                                                                                                                                                                                                                                                                                                                                                                                                               |  |

## END OF ACTIONS FOR DUTY OFFICERS/DUTY MANAGERS

## IMMEDIATE POST NOTIFICATION ACTIONS FOR: SECURITY STAFF AND FIRE WARDENS FOR EACH EVACUATED BUILDING

(a) on being instructed by the Duty Officer (or Duty Manager if the incident occurs in a student residence) to vacate a building; members of the security staff and fire wardens for each evacuated building will:-

|       |                                                                                                     |  |
|-------|-----------------------------------------------------------------------------------------------------|--|
| 4.5.1 | proceed to the buildings and escort staff and students to the designated emergency assembly points. |  |
|-------|-----------------------------------------------------------------------------------------------------|--|

### Emergency Assembly Points for Houghton Street Campus

| Criteria                                                                                | Location                                                                                          |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| If only one building is involved and assembly point not within cordon.                  | Fire assembly point for individual building                                                       |
| If a limited number of buildings are involved and their assembly point is within cordon | Alternative fire assembly point on campus                                                         |
| If whole site evacuation is necessary, and cordon within 400 metres                     | North East Corner of Lincolns Inn Fields (near the public conveniences and 'Camdonian' sculpture) |
| Evacuation of a student residence                                                       | Each LSE student residence has pre designated emergency assembly points                           |

(b) when staff gathered at an emergency assembly point are given instructions by the Duty Officer (or Duty Manager if the incident occurs in a student residence) to proceed to temporary accommodation outside a cordon, members of the security staff and fire wardens for each evacuated building will:-

|     |                                                                                          |  |
|-----|------------------------------------------------------------------------------------------|--|
| 4.6 | direct evacuated staff, students and visitors to one or more of the following locations: |  |
|-----|------------------------------------------------------------------------------------------|--|

### Temporary Evacuation Accommodation North of the River

|                                      |                                           |
|--------------------------------------|-------------------------------------------|
| (1) High Holborn Residence           | 178 High Holborn London WC1V 7AA          |
| (2) Grosvenor House Residence        | 141 Drury Lane, London WC2B 5TB           |
| (3) Northumberland Avenue Residence. | 8a Northumberland Avenue, London WC2N 5BY |

### Temporary Evacuation Accommodation South of the River

|                     |                                  |
|---------------------|----------------------------------|
| Bankside Residence. | 24 Sumner Street, London SE1 9JA |
|---------------------|----------------------------------|

### Evacuation of a student residence in term time

- evacuated students may initially be directed to local authority provided temporary rest centre facilities if they are set up on the instruction of the emergency services. (These facilities are not intended to provide alternative sleeping accommodation.)
- evacuated students unable to make short-term arrangements to stay with family or friends will be instructed to proceed to a designated assembly point in a building on the Houghton St site until alternative accommodation can be found for them by the Accommodation Office in other LSE or non-LSE residences or in private sector accommodation.

### Evacuation of a student residence during the vacation

- transportation of residents to a rest area on the LSE campus will be arranged
- empty rooms throughout other LSE residences will be identified for relocations
- local hotel accommodation and travel to it will be arranged by the Accommodation Office where necessary
- future reservations in the affected residence will be cancelled/relocated

(c) when the Emergency Services direct that people should remain on campus and inside buildings and/or restrict movement between buildings members of the security staff and fire wardens for each affected building will:

|       |                                                                                                                                             |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.7.1 | instruct the occupants of buildings using loudhailers of the restrictions imposed by the emergency services and await further instructions. |  |
| 4.7.2 | instruct those outside to go into the nearest safe building and await further instructions.                                                 |  |

## END OF ACTIONS FOR SECURITY STAFF AND FIRE WARDENS

## IMMEDIATE POST-NOTIFICATION ACTIONS FOR: GOLD SILVER CO-ORDINATORS /DIRECTOR, RCSD

(a) when a Gold/Silver Co-ordinator (or the Director of the RCSD if an incident affects a student residence) is contacted by the Duty Officer (or Duty Manager if the incident affects a student residence), he or she will:

|       |                                                                                                                                                                                                                                     |  |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.8.1 | take the decision whether to activate the Major Incident Response Plan on the basis of information and assessment provided by the Duty Officer or Duty Manager. The following information should be gathered and taken into account |  |
|       | From whom was the message received about the incident?                                                                                                                                                                              |  |
|       | What is their contact number?                                                                                                                                                                                                       |  |
|       | What was the time and date of the receipt of the message?                                                                                                                                                                           |  |
|       | What is the nature of incident (eg fire, bomb, flood, power failure)                                                                                                                                                                |  |
|       | Which LSE buildings are affected by the incident?                                                                                                                                                                                   |  |
|       | Can the Emergency Management Centre in Tower 1 (Rooms U101, 103, 108 and 110) be accessed?                                                                                                                                          |  |
|       | Can the alternative off-site Centre in the Myddleton Suite, Rosebery Avenue Hall, 90 Rosebery Avenue, London EC1, be accessed?                                                                                                      |  |
|       | Is electricity still available on site?                                                                                                                                                                                             |  |
|       | Is the main LSE Switchboard (Old Building) operational?                                                                                                                                                                             |  |
|       | Is the LSE website working?                                                                                                                                                                                                         |  |
|       | Is internal email working?                                                                                                                                                                                                          |  |
|       | Have the emergency services been called and are they in attendance?                                                                                                                                                                 |  |

|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|       | Which utilities and contractors are on site?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
|       | Which LSE personnel are currently on the scene dealing with the incident and who are they?                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
|       | Who else has been notified? If the initial call about the incident was not from Security, are they now aware of the incident?                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
|       | Can the incident be managed or contained locally?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| 4.8.2 | <p>decide whether, based on information available on the incident, and the availability of premises, whether it will be managed by the Silver Team:</p> <ul style="list-style-type: none"> <li>• from the Emergency Management Centre on the first floor of Tower 1, (Rooms U101/103/108/110) OR</li> <li>• from the off-campus Emergency Management Centre in the Myddleton Rooms Suite in the basement of Rosebery Avenue Hall, 90 Rosebery Avenue, London EC1R 4TY OR</li> <li>• in another suitable location or</li> <li>• by virtual communication.</li> </ul> |  |
| 4.8.3 | <p>decide:</p> <ul style="list-style-type: none"> <li>• whether or not to alert the Gold Team to the incident,</li> <li>• whether it is necessary for the Gold Team to assemble in the Emergency Management Centre and if so which members.</li> </ul>                                                                                                                                                                                                                                                                                                              |  |
| 4.8.4 | ask the Duty Officer to contact the Silver and Gold Team members as appropriate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| 4.8.5 | make his or her way to the chosen location for the Emergency Management Centre (if it has been decided to use one) to chair the Silver Team.                                                                                                                                                                                                                                                                                                                                                                                                                        |  |

**END OF ACTIONS FOR GOLD-SILVER CO-ORDINATORS AT THIS STAGE**

### IMMEDIATE POST NOTIFICATION ACTIONS FOR: PERSON RESPONSIBLE FOR SETTING UP THE EMC

When a Gold-Silver Co-ordinator has decided that an Emergency Management Centre will be set up as the hub from which an incident will be managed, the person allocated responsibility by the Duty Officer or Duty Manager will:

|        |                                                                                                                                                                                                                                        |  |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.10.1 | <p>proceed to the location and aim to set it up for operation within 20 minutes of receiving the notification from the Duty Officer.</p> <p><i>Instructions for setting up the Emergency Management Centres are in Appendix 3.</i></p> |  |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

### END OF ACTIONS FOR THE PERSON RESPONSIBLE FOR SETTING UP AN EMC

### IMMEDIATE POST-NOTIFICATION ACTIONS FOR SILVER TEAM MEMBERS

Once alerted to the activation of the Major Incident Response procedure members of the Silver Team will:

|        |                                                                                                                                                                  |  |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4.11.1 | contact relevant Bronze Team members and other major incident response personnel in their departments to put them on standby, using a cascade system for speed). |  |
| 4.11.2 | make their way to the Emergency Management Centre designated by the Gold-Silver Co-ordinator (if one has been chosen).                                           |  |
| 4.11.3 | ensure they carry their School ID card at all times.                                                                                                             |  |

### END OF ACTIONS FOR SILVER TEAM MEMBERS AT THIS STAGE.

---

**4.12** *Actions that will be taken by the emergency services immediately following notification of an incident are set out in Appendix 2.*

---

**4.13** *Actions to be taken subsequently by LSE Major Incident management teams are set out in section 5 below.*

---

# 5. Issues for and actions to be taken by major incident management teams and response personnel following activation of the Major Incident Initial Response Plan

---



# What does the Gold Team do following invocation of the Major Incident Initial Response Plan?

## 5.1 THE GOLD TEAM

### ROLE OF THE GOLD TEAM

To receive and assess information from the Silver (tactical) Team on the impact of the major incident on the operation of the School's activities and agree strategies to deal with the impact

### ISSUES FOR THE GOLD TEAM

Whether to rearrange and relocate, defer, or cancel teaching, examinations, presentation ceremonies, other School events affected

What working arrangements staff will follow if premises are unavailable eg, work from home, work from LSE emergency locations?

What messages need to be conveyed externally and action taken to protect the School's reputation during the incident?

Has the position regarding any liability the School may have for the incident been considered?

### ACTIONS FOR THE GOLD TEAM

|       |                                                                                                                    |  |
|-------|--------------------------------------------------------------------------------------------------------------------|--|
| 5.1.1 | Direct and authorise the Silver Team to implement agreed strategies.                                               |  |
| 5.1.2 | Nominate a member of the Gold Team to attend media/press conferences if required.                                  |  |
| 5.1.3 | Nominate a member of the Gold Team to attend gold-level command meetings with the emergency services if requested. |  |
| 5.1.4 | Direct the gathering of information in respect of any School liability for the incident.                           |  |

# What do Gold-Silver Co-ordinators do after the Major Incident Initial Response Plan has been invoked?

## 5.2 Gold-Silver CO-ORDINATORS

### ROLE OF Gold-Silver CO-ORDINATORS

Gold Silver Co-ordinators are designated members of the Gold Team who may be called on:

- To decide how an incident will be managed eg by invoking this procedure
- To act as the point of liaison between the gold and Silver Teams
- To chair meetings of Silver Team in the Emergency Management Centre

### ISSUES FOR Gold-Silver CO-ORDINATORS

- How are the resources of the Silver Team to be deployed to achieve the strategic directives given by the Gold Team? Guidance on the role of the Silver Team is given in 5.3-5.8 below. *Guidance on the operation of the Emergency Management Centre is given in Appendix 3*
- When is it necessary to refer developments to the Gold Team for further guidance or instructions?
- When will it be appropriate for the Management of the incident to proceed from the initial response phase to the business recovery phase?
- How are the requirements of the Emergency Services to be handled?

|       |                                                                                                                                                                                                                                               |  |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.2.1 | Proceed to the chosen location and act as Chairman of the Silver Team.                                                                                                                                                                        |  |
| 5.2.2 | Attend meetings of the Gold Team to ensure they receive regular information/ briefings on the evolving situation from the Silver Team, and that instructions and guidance from the Gold Team are conveyed to and actioned by the Silver Team. |  |
| 5.2.3 | Respond to requests and/or instructions from the emergency services relating to the management of the incident having taken advice from the Silver Team and if necessary the Gold Team.                                                       |  |

**ACTIONS FOR Gold-Silver CO-ORDINATORS IF EMP IS NOT ACTIVATED**

|       |                                                                                                                                       |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.2.4 | Decide whether any members of the Gold and Silver Teams should be placed on stand-by.                                                 |  |
| 5.2.5 | Deal with the incident under the 'Significant' Incident Procedures (see <i>SECTION VI</i> ) or another procedure if more appropriate. |  |

## What do the Silver Team do after the Plan has been invoked?

### 5.3 THE SILVER TEAM

#### ROLE OF THE SILVER TEAM

- To determine the actions needed to manage the immediate impact of a major incident in terms of the factors affecting people, buildings and facilities and communications within strategic parameters set by the Gold Team
- To feed information up to the Gold Team about the impact of the emergency on the operations of the School's activities.
- To implement any directions from the Emergency Services
- To feed instructions to the Bronze Team members for the implementation of actions it has determined are needed to manage the impact of the incident
- To monitor progress and issues in the implementation of actions to manage the impact of the incident.

#### ISSUES FOR THE SILVER TEAM

- Have all students, staff and visitors in premises affected by the incident been accounted for? Have all casualties been identified and liaison with the emergency services over their care established? Have the needs of the well who are unable to leave the site been considered and met?
  - Have appropriate channels been established for communication with the emergency services, staff and students and the external media to convey information regarding the incident and the School's response to it?
  - Has the point been established at which the recovery of business critical operations may be started by those areas which have operational responsibility for them ?
  - Has the impact of the incident on buildings and facilities been fully established? Have steps been taken to ensure the safety and security of affected premises until the emergency is over and they are subsequently re-occupied?
  - Have the relevant utility companies been contacted where necessary?
- Contact details of the utility companies are included in the list of External Contacts attached at Appendix 4.*

#### 5.4 ACTIONS FOR ALL MEMBERS OF THE SILVER TEAM WHEN ALERTED TO A MAJOR INCIDENT

|       |                                                                                                                                                                                                                                                                                |  |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.4.1 | Brief your deputy and/or colleagues on the situation and that you may need them to support you while responding to the emergency.                                                                                                                                              |  |
| 5.4.2 | Take anyone in your area with specialist technical or local knowledge that may be useful to the EMC or ask them to make their way there, or put them on standby that they can be contacted when you need them.                                                                 |  |
| 5.4.3 | Take with you: a copy of the Major Incident Initial Response Procedure and the latest version of the emergency contact lists together with any other phone numbers you may need.                                                                                               |  |
| 5.4.4 | Take your mobile phone or PDA, and charger and keys with you and a laptop if you have access to one.                                                                                                                                                                           |  |
| 5.4.5 | Take any documents eg, technical / recovery plans that may be useful.                                                                                                                                                                                                          |  |
| 5.4.6 | If you have been contacted out of hours and are travelling from home make sure you notify the Security control room (020 7955 7111) of the time you are leaving, your planned route and expected time of arrival at the EMC. Notify Security when you have arrived at the EMC. |  |
| 5.4.7 | Take care for your personal safety when travelling alone.                                                                                                                                                                                                                      |  |
| 5.4.8 | Take any medication you may need whilst at the EMC- it may be several hours before you can return home.                                                                                                                                                                        |  |
| 5.4.9 | Dress appropriately for prevailing weather conditions.                                                                                                                                                                                                                         |  |

|        |                                                                                                                                                           |  |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.4.10 | Take a bottle of drinking water and snacks for the first hours of the emergency.                                                                          |  |
| 5.4.11 | If for any reason you cannot make your way to the EMC, contact your deputy to go in your place and notify the Security control room whom you are sending. |  |

## 5.5 ACTIONS FOR MEMBERS OF THE SILVER TEAM ON ARRIVAL AT THE EMERGENCY MANAGEMENT CENTRE

- *The following actions should be initiated by the first Silver Team member to arrive at the Emergency Management Centre to organise the Silver Team, whether or not he or she was the Gold-Silver Co-ordinator who took the decision to invoke the Major Incident Response Procedure and set up the Emergency Management Centre.*
- *It is assumed that the Duty Officer will have instructed security to set up the Emergency Management Centre (see 4.10.1) and that this will have been done. If it has not, the first Silver Team member to arrive should set up the Centre first, following the instructions in Appendix 3.*
- *The Silver Team member should contact the Duty Officer to see if assistance is available to set up the Centre.*

## ORGANISING THE SILVER TEAM

|       |                                                                                                                                                                                                       |  |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.5.1 | Check the Emergency Management Centre has been set up in accordance with the Silver Team Operation Room diagram in the instructions and that phone and data points are working.                       |  |
| 5.5.2 | Ensure a note taker is designated to record actions taken on incident log sheets (see Appendix 5) and white boards. The note taker will normally be the Head of Legal Compliance in the PCP Division. |  |
| 5.5.3 | Ensure each Silver Team member has put a Bronze Team member(s) and Major Incident response personnel in their area on standby and compiles a list made of those contacted.                            |  |

|       |                                                                                                                                                                                                                                                                           |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.5.4 | If the Emergency Services are involved, obtain contact numbers for the Emergency Services on site from the Duty Officer or Security Control Room.                                                                                                                         |  |
| 5.5.5 | If the Emergency Services are involved, a Silver Team member should be nominated to go to the Joint Emergency Services Control Centre to liaise with the Emergency Services. Ensure the person sent has a means of communicating back to the Emergency Management Centre. |  |

### SCOPING THE IMPACT OF THE INCIDENT

*The following information should be gathered from LSE personnel already on site dealing with the incident*

#### IMPACT ON BUILDINGS and INFRASTRUCTURE

|        |                                                                                                          |  |
|--------|----------------------------------------------------------------------------------------------------------|--|
| 5.5.6  | What is the position and size of police cordons? Plot them on a map in the Emergency Management Centre.  |  |
| 5.5.7  | What damage is there to buildings, systems, infrastructure? What is the expected duration of disruption? |  |
| 5.5.8  | Have services (gas, electricity, water, fuel) been isolated in affected buildings?                       |  |
| 5.5.9  | Where necessary have appropriate utility companies been contacted?                                       |  |
| 5.5.10 | Have evacuated buildings been secured?                                                                   |  |

#### IMPACT ON PEOPLE

|        |                                |  |
|--------|--------------------------------|--|
| 5.5.11 | Are there casualties?          |  |
| 5.5.12 | How many casualties are there? |  |
| 5.5.13 | How severely injured are they? |  |
| 5.5.14 | Where are they being treated?  |  |

|        |                                                                                                                                                                                                                                                                       |  |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.5.15 | Is the casualties' identity known?                                                                                                                                                                                                                                    |  |
| 5.5.16 | If a cordon has been set up that includes LSE buildings, have all the buildings been evacuated?                                                                                                                                                                       |  |
| 5.5.17 | Where have people been evacuated to?                                                                                                                                                                                                                                  |  |
| 5.5.18 | Establish communication with Security personnel at the emergency assembly point (see 4.5). If Security personnel are not present at the assembly point nominate someone to go there, ensuring they have a radio or mobile phone to maintain contact with Silver Team. |  |
| 5.5.19 | Find out what instructions, if any, have been given to people waiting at the assembly point.                                                                                                                                                                          |  |
| 5.5.20 | Decide whether people at the assembly point need to be given additional instructions or information.                                                                                                                                                                  |  |
| 5.5.21 | Do they need to be moved to a holding centre, if so, where to? (see 4.6)                                                                                                                                                                                              |  |
| 5.5.22 | What supplies, equipment, refreshments etc are needed at the holding centre?                                                                                                                                                                                          |  |
| 5.5.23 | Decide whether on-site or telephone counselling will be required. If so who will arrange it where and when?                                                                                                                                                           |  |



## ACTIONS FOR THE SILVER SUB TEAMS IN THE EMC

### 5.6 ACTIONS FOR THE BUILDINGS, INFRASTRUCTURE, PLANT AND EQUIPMENT SUB TEAM

|         |                                                                                                                                                                        |  |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.6.1   | Establish that buildings/areas are evacuated following the instructions of the emergency services.                                                                     |  |
| 5.6.2   | Establish the size and locations of the cordons erected by the Emergency Services.                                                                                     |  |
| 5.6.3   | Gather information on the type, scale, likely duration and impact of the incident in terms of the services and buildings affected, both LSE and external.              |  |
| 5.6.4   | Ensure that access to buildings and the emergency management centre is being controlled.                                                                               |  |
| 5.6.5   | Ensure that premises are secured; erect barriers and warning notices.                                                                                                  |  |
| 5.6.6   | Isolate services, plant and equipment as required.                                                                                                                     |  |
| 5.6.7   | Switch to temporary back-up services if available.                                                                                                                     |  |
| 5.6.8   | Activate telephone 'help-lines' and international lines for students to use to contact their relatives.                                                                |  |
| 5.6.9   | Arrange for searches of premises if requested by the emergency services.                                                                                               |  |
| 5.6.10. | Provide information to the emergency services regarding building layout, mechanical and electrical services and plant and location of asbestos.                        |  |
| 5.6.11  | Where appropriate, liaise with Building Control or the School's contracted structural engineers to ensure that buildings are structurally sound and safe to re-occupy. |  |

|                                                             |                                                                                                                                                                 |  |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.6.12                                                      | Initiate necessary remedial works to enable re-occupation.                                                                                                      |  |
| <b>5.7 ACTIONS FOR THE PEOPLE NEEDS SUB-TEAM IN THE EMC</b> |                                                                                                                                                                 |  |
| 5.7.1                                                       | Identify teaching and other scheduled events affected by an evacuation.                                                                                         |  |
| 5.7.2                                                       | Ensure that there are sufficient people to staff telephone 'help-lines'.                                                                                        |  |
| 5.7.3                                                       | Ensure that information from enquiries is adequately recorded.                                                                                                  |  |
| 5.7.4                                                       | Where necessary forward enquires regarding 'missing' persons on to Police, via the casualty bureau.                                                             |  |
| 5.7.5                                                       | Use the staff records database to access information on emergency contacts.                                                                                     |  |
| 5.7.6                                                       | Use student records database to access information on emergency contacts for students.                                                                          |  |
| 5.7.7                                                       | Liaise with the emergency services to gather information on casualties, eg, how many, condition, which hospital they are in etc.                                |  |
| 5.7.8                                                       | Arrange for LSE first-aiders to provide support to ambulance services if required.                                                                              |  |
| 5.7.9                                                       | Liaise with ambulance services to identify a suitable location for a triage area.                                                                               |  |
| 5.7.10                                                      | Identify suitable reception areas to accommodate people affected by the emergency who are unable to return home; arrange for the provision of refreshments etc. |  |

|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.7.11 | In liaison with the local authority, oversee the arrangements being made for temporary accommodation for students displaced from halls of residence, arrange transport to alternative accommodation if required.                                                                                                                                                                                                                                             |  |
| 5.7.12 | Identify any persons with special needs to ensure their requirements are addressed, eg, access to medication etc.                                                                                                                                                                                                                                                                                                                                            |  |
| 5.7.13 | Arrange for 'displaced' residents to receive 'basic' welfare supplies.                                                                                                                                                                                                                                                                                                                                                                                       |  |
| 5.7.14 | Provide information on transport options for staff and students on campus; in some circumstances transport may need to be arranged.                                                                                                                                                                                                                                                                                                                          |  |
| 5.7.15 | Make arrangements for counselling support to be provided for staff and students affected by the emergency if required with the Head of the LSE Counselling Service, particularly if the incident has involved fatalities.                                                                                                                                                                                                                                    |  |
| 5.7.16 | <p>In the event that the incident involves fatalities</p> <ul style="list-style-type: none"> <li>• consider the need for and management of rituals such as flowers, tributes, commemorative services and permanent memorials</li> <li>• oversee the careful management of the return of personal effects to families and survivors.</li> <li>• oversee the sensitive management of a return to business after fatalities among staff or students.</li> </ul> |  |

## 5.8 ACTIONS FOR THE COMMUNICATIONS SUB-TEAM IN THE EMC

The Communications Sub Team will follow the Communications strategy in **Section 6** in implementing these actions

|        |                                                                                                                                                                                          |  |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5.8.1  | liaise with the Emergency Services by directing the Safety Adviser or member of Security to go to the police cordon.                                                                     |  |
| 5.8.2  | Establish means of communicating with staff and students, ensuring that they are provided with appropriate and timely information about the incident and what they are expected to do.   |  |
| 5.8.3  | Circulate mass emails giving information to staff and students.                                                                                                                          |  |
| 5.8.4  | Post information on the LSE website or alternative emergency website and plasma screens around the School and ensure that it is regularly updated.                                       |  |
| 5.8.5  | Set up information points for students and staff to use to obtain relevant information in the event of IT systems failure. Draft announcements, notices etc to be placed in these areas. |  |
| 5.8.6  | Ensure that regular updates are provided for the Gold Team.                                                                                                                              |  |
| 5.8.7  | Draft media/press releases for the approval of Gold Team.                                                                                                                                |  |
| 5.8.8  | Arrange regular media / press briefings.                                                                                                                                                 |  |
| 5.8.9  | Establish a media reception area.                                                                                                                                                        |  |
| 5.8.10 | Monitor media and other relevant websites.                                                                                                                                               |  |
| 5.8.11 | Set up arrangements for recording information/enquiries received by Silver Team and for tracking and recording actions taken by the Silver Team.                                         |  |

## What do Bronze Team members do after the Plan has been invoked?

### 5.9 BRONZE TEAM

#### ROLE OF THE BRONZE TEAM

To be responsible for implementing the decisions of the Gold and Silver Teams in their areas of operation.

#### ISSUES FOR THE BRONZE TEAM

Any significant issues arising from the implementation of Gold and Silver Team decisions should be referred back up to the appropriate Team for guidance and clarification.

#### ACTIONS FOR THE BRONZE TEAM

Members of the Bronze Team will be expected to carry out actions to manage the incident that relate to their usual areas of operational responsibility. In some areas they will be supported by other staff who have been designated as Major Incident Response Personnel because they have a particular role in an emergency arising from their usual duties (*see 5.10 below for further details of responsibilities of Major Incident Response Personnel*).

## What do Major Incident Response Personnel do after the Plan has been invoked?

### 5.10 OTHER DESIGNATED MAJOR INCIDENT RESPONSE PERSONNEL.

#### ROLE OF MAJOR INCIDENT RESPONSE PERSONNEL

- To undertake functions relating to their normal duties that will be of particular significance in the management of the immediate aftermath of a major incident. They will operate under the guidance of members of the Bronze Team following directives from the Silver and Gold Teams.

#### ISSUES FOR MAJOR INCIDENT RESPONSE PERSONNEL

- Maintenance of internal and external communications
- Maintenance of essential IT applications, including telephone exchange
- Provision of food and water for Emergency Management Team
- Provision of food and water for people sent to emergency holding centres
- Maintain security of premises
- Emergency response personnel who are trained first-aiders must make themselves known to Security Officer at the assembly area in case they are required to render first aid assistance. They will be provided with portable first aid kits and high visibility waist-coats. *(A list of first-aiders on campus is on the LSE website).*



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# 6. Communications strategy in a major incident

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## Introduction to the communications strategy

- 6.1** LSE has a detailed document outlining communications procedures for incident reporting, setting out levels of response from a minor 'Level 1' incident – such as the temporary closure of a student residence bar due to flooding – through to the serious 'Level 5' incidents covered by the Major Incident Initial Response Procedure.
- What follows is a communications strategy to sit alongside the Major Incident Initial Response Procedure.
- 

## Objectives of the communications strategy

- 6.2** The objectives of the major incident communication strategy are:
- to provide accurate and speedy information
  - to reassure staff, students and, if necessary the wider public
  - to prevent unwarranted speculation and rumour developing that may increase anxiety
  - to protect LSE's reputation.
- 

## Activation of the communications strategy

- 6.3** The strategy comes into force when the decision has been taken to activate the Major Incident Response Plan (*see 4.8*) in response to an incident of the type set out in *Section 2*.
- 

## Responsibilities for the communications strategy

- 6.4** The primary communications strategy owner will be the Gold-Silver Co-ordinator chairing the Silver Team in an emergency in which the Major Incident Initial Response Procedure has been invoked.
- 6.5** Communications emergency response personnel will take responsibility for delivering the strategy – under direction from the Gold and Silver emergency management teams (*see 5.8.1 to 5.8.11 above*) – with all communications directed through the press and information unit.

---

## **Channels of communication in the strategy**

**6.6** Channels of communication that may be used in the management of a major incident are:

- LSE Website (including LSE For You Messages)
  - Pop-up screens
  - All Staff/All Student Emails
  - Plasma Screens
  - Information Boards
  - Janet.txt messages (sms)
  - Mass voicemails
  - Public Address Systems (Library and Quad Only)
  - Staff and students will be encouraged to cascade information
  - The Press Office will draft all statements, for both external and internal use.
- 

## **Police Messages**

**6.7** If the Police are involved, a brief news item will be sent out by them with links to sites such as [www.bbc.co.uk/news](http://www.bbc.co.uk/news) or the Metropolitan Police Latest News site at <http://cms.met.police.uk>.

---

## **Role of the LSE Website in the communications strategy**

**6.8** The LSE website will be the principal channel for communicating information in a major incident. Information will also be communicated primarily via mass emails and text messaging using the significant databases of student and staff mobile numbers. In addition messages will be placed on the plasma screens which are located around the campus. Announcements will also be made via the Library PA system and PA systems in the Three Tuns and the Quad.

---

## **Location of information boards**

**6.9** In the event of disruption to the email system and website, information boards will be sited by Security in the following key areas (subject to their accessibility):

- the foyer of the Old Building
- the foyer of the St Clement's Building
- the foyer of the Library
- the foyers of Towers 1,2 and 3
- the Fourth Floor Restaurant in the Old Building
- the Senior Dining Room
- LSE Garrick
- the Three Tuns Bar
- the New Academic Building café
- the e-foyer
- the Student Services Centre/Parish Hall

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## Emergency External Telephone Lines

**6.10** A number of telephone lines with international dialling access will be provided for students to contact their relatives if there are problems with the mobile phone networks. The locations of these telephones will be given at the time of the emergency.

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## Key Messages to students and staff who are off campus when an incident occurs

**6.11** The key messages to students and staff who are at home or in a Hall of Residence when an incident occurs will be:

- to consult the LSE website for instructions on what to do
- to take steps to notify their families and friends that they are safe
- to take steps to notify their LSE department of their whereabouts. If for any reason students or staff are unable to contact their respective departments using the normal contact numbers they will be given access to the following emergency contact number: +44 (0)20 7955 7000.
- If an incident results in the need to evacuate a residence, staff and students must follow the directions given by the residences staff
- if the incident affects the surrounding area as well as the campus, or wider areas of London, they will be advised to ‘Stay in and tune in’ to the radio or television for further information.

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## Key Messages to students and staff who are on campus when an incident occurs

**6.12** The key messages to students and staff on campus when an incident occurs will be:

- to follow the instructions given by emergency response personnel (eg security staff, fire wardens) either to evacuate the premises or remain where they are within them
- to contact their relatives or other persons who may be concerned about their welfare to let them know they are safe. Telephones with international dialling access will be provided for this purpose should mobile telephone networks become overloaded
- to monitor information and instructions issued by the emergency management teams through the channels indicated in 6.6 – 6.9.

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## Emergency Call Centre

**6.13** The School will activate a call-centre in Room U101, or in the Clerkenwell Room in the Rosebery Avenue Emergency Management Centre to receive any enquiries from relatives of students and staff following a major emergency. Information on any staff or student fatality or casualty will not be disclosed by the help-line staff, but will instead be passed to the emergency services, via the casualty bureau. The helpline number for relatives is: +44 (0)20 7955 7011.

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# Appendix 1

## Members of the Gold, Silver and Bronze Major Incident Management Teams

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## MEMBERS OF THE GOLD TEAM

*Contact details for members of the Gold Team are located on public folders and updated at regular intervals by the Director of Business Continuity. All members of the Gold and Silver Teams are responsible for notifying any changes to their contact details and ensuring they have access to these details at all times, eg by uploading them onto their mobile telephones or other communication devices.*

|                                                           |                                                                                                                    |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>Pro-Director<br/>(Planning and Resources)</b>          | Gold Team member leader                                                                                            |
| <b>Pro-Director<br/>(Research and External Relations)</b> | Gold Team, first deputy team leader                                                                                |
| <b>Pro-Director<br/>(Teaching and Learning)</b>           | Gold Team, second deputy team leader                                                                               |
| <b>Secretary and Director of<br/>Administration</b>       | Gold Team member, 1st Gold-Silver Team<br>Co-ordinator                                                             |
| <b>Director of Finance and Facilities</b>                 | Gold Team member, 2nd Gold-Silver<br>Team Co-ordinator                                                             |
| <b>Academic Registrar</b>                                 | Gold Team member, 3rd Gold-Silver Team<br>Co-ordinator                                                             |
| <b>Director of Business Continuity</b>                    | Gold Team member, 4th Gold-Silver Team<br>Co-ordinator                                                             |
| <b>Director of Facilities</b>                             | Gold Team member, 5th Gold-Silver Team<br>Co-ordinator                                                             |
| <b>Director of Residential and<br/>Catering Services</b>  | Member of Silver Team who acts as Gold-<br>Silver Co-ordinator for incidents involving<br>an LSE student residence |
| <b>The Director</b>                                       | Gold Team member                                                                                                   |
| <b>Chief Information Officer</b>                          | Gold Team member                                                                                                   |
| <b>Director of the External Relations<br/>Division</b>    | Gold Team member                                                                                                   |
| <b>Human Resources Director</b>                           | Gold Team member                                                                                                   |
| <b>General Secretary,<br/>LSE Students' Union</b>         | Gold Team member                                                                                                   |
| <b>Director of Estates</b>                                | Gold Team member                                                                                                   |
| <b>Personal Assistant to the Director</b>                 | Provides administrative support to the<br>Gold Team                                                                |

## MEMBERS OF THE SILVER TEAM AND ITS SUB-TEAMS

See note under membership of the Gold Team regarding contact details of Silver Team members

For incidents on the Houghton St site- Silver Team Members will be deployed into one or more of three sub-teams in the Emergency Management Centre for Buildings, Infrastructure Plant and Equipment; People Needs and Communications.

| Silver Team Member                                                                                                                                                         | People Sub-team | Buildings Sub-team | Communications Sub-team |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------|-------------------------|
| <b>Director of Residential Services</b><br><i>For major incidents in the LSE residences, the Director of Residential Services will act as the Gold-Silver Co-ordinator</i> | ✓               | ✓                  |                         |
| <b>Head of Catering Services</b>                                                                                                                                           | ✓               | ✓                  |                         |
| <b>Head of Student Administration</b>                                                                                                                                      | ✓               |                    |                         |
| <b>Head of Student Recruitment and Admissions</b> <i>(if any recruitment event involved)</i>                                                                               | ✓               |                    | ✓                       |
| <b>Director of the Academic and Professional Development Division</b>                                                                                                      | ✓               |                    |                         |
| <b>Teaching and Learning Director</b> <i>(for student counselling and disabilities issues, if not Director of APD Division)</i>                                            | ✓               |                    |                         |
| <b>Head of Communications</b>                                                                                                                                              |                 |                    | ✓                       |
| <b>Head of Press and Information Unit</b>                                                                                                                                  |                 |                    | ✓                       |
| <b>Head of Security</b>                                                                                                                                                    | ✓               | ✓                  |                         |
| <b>Head of Maintenance</b>                                                                                                                                                 |                 | ✓                  |                         |

|                                                                                  |                                            |   |   |
|----------------------------------------------------------------------------------|--------------------------------------------|---|---|
| <b>Assistant Director ITS<br/>(Technical Infrastructure)</b>                     |                                            | ✓ |   |
| <b>Information Security<br/>Manager</b>                                          |                                            | ✓ |   |
| <b>Assistant Director ITS (MIS)</b>                                              |                                            | ✓ |   |
| <b>Programme Manager IT MIS</b>                                                  |                                            | ✓ |   |
| <b>Assistant Director ITS<br/>(User Services)</b>                                |                                            | ✓ |   |
| <b>IT Services User<br/>Support Manager</b>                                      |                                            | ✓ |   |
| <b>Director, PCP Division</b>                                                    | ✓                                          |   | ✓ |
| <b>Head of Health and Safety</b><br><i>*also a member of the<br/>Bronze team</i> | ✓                                          | ✓ |   |
| <b>Health and Safety Adviser</b><br><i>*also a member of the<br/>Bronze team</i> | ✓                                          | ✓ |   |
| <b>HR Manager</b><br><i>(for pay and information)</i>                            | ✓                                          |   | ✓ |
| <b>Director of Library Services</b>                                              | ✓                                          | ✓ | ✓ |
| Senior Assistant Secretary,<br>Legal and Compliance Team,<br>PCPD                | Note taker and support for the Silver Team |   |   |

## MEMBERS OF THE BRONZE TEAM

*Access to the contact details of members of the Bronze Team is restricted to members of the Gold and Silver Teams. Members of the Silver Team are responsible for notifying changes to the membership and contact details of the Bronze team to the Director of Business Continuity.*

Membership of the Bronze Team comprises over 40 specified managers in Estates, IT Services, Catering, Security, the Library, External Relations, Conferences and Residences. There are also details of contacts in each of the LSE Residences.

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# Appendix 2

## The role of the emergency services in a major incident

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## 1. Overview

### Civil Contingencies Act Responsibilities

Part I of the Civil Contingencies Act 2004 sets out a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into two categories, imposing a different set of duties on each.

**Category 1 responders** are those organisations at the core of the response to most emergencies (eg, emergency services, local authorities, NHS bodies). Category 1 responders are subject to the full set of civil protection duties. They will be required to:

- assess the risk of emergencies occurring and use this to inform contingency planning
- put in place emergency plans;
- put in place Business Continuity Management arrangements;
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- share information with other local responders to enhance co-ordination;
- co-operate with other local responders to enhance co-ordination and efficiency; and
- provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only).

**Category 2 organisations** (eg, Health and Safety Executive, transport and utility companies) are 'co-operating bodies' are less likely to be involved in the heart of planning work but will be heavily involved in incidents that affect their sector. Category 2 responders have a lesser set of duties - co-operating and sharing relevant information with other Category 1 and 2 responders.

Category 1 and 2 organisations will come together to form Local Resilience Forums (based on police areas) which will help co-ordination and co-operation between responders at the local level.

### Summary of the Functions of the Emergency Services

Rescue will most frequently be the prime function required of the emergency services.

Responsibility for the rescue of survivors lies with the London Fire Brigade (LFB).

The care and transportation of casualties to hospital is the responsibility of the London Ambulance Service (LAS).

The Police will ease these operations by co-ordinating the emergency services, local authorities and other agencies.

## 2. Role of the Police

The primary areas of Police responsibility at a major incident are:

- the saving of life together with the other emergency services;
- the co-ordination of the emergency services, local authorities and other organisations acting in support at the scene of the incident;
- to secure, protect and preserve the scene and to control sightseers and traffic through the use of cordons;
- the investigation of the incident and obtaining and securing of evidence in conjunction with other investigative bodies where applicable;
- the collection and distribution of casualty information;
- the identification of the dead on behalf of Her Majesty's (HM) Coroner;
- the prevention of crime;
- family liaison;
- short-term measures to restore normality after all necessary actions have been taken.

On arrival at the scene of an incident, the Police will  
(following the mnemonic **SAD CHALETs**)

- **S**urvey – survey the scene on approach
- **A**ssess – assess the situation on arrival
- **D**isseminate – disseminate the following information:
- **C**asualties – assess casualties, approximate numbers of dead, injured and uninjured
- **H**azards – establish hazards present and potential
- **A**ccess – establish best access routes for emergency vehicles
- **L**ocation – establish the exact location of the incident
- **E**mergency – note the emergency services and other agencies present and required
- **T**ype – note the type of incident and brief details of number of vehicles, buildings, etc. involved
- **S**afety – all aspects of health and safety and risk assessment must be considered by all staff working at or close to the scene.

The first officer on the scene should then decide whether to:

- declare a major incident
- take interim charge until relieved by a more senior officer; and
- maintain contact with their control room.

The first officer on scene must not get personally involved in rescue work in order to fulfill the functions listed above.

### 3. Role of the London Fire Brigade

The primary areas of London Fire Brigade responsibility at a major incident are:

- life-saving through search and rescue;
- firefighting and fire prevention;
- rendering humanitarian services;
- detection, identification, monitoring and management of hazardous materials and protecting the environment;
- provision of qualified scientific advice in relation to HAZMAT incidents via their scientific advisors;
- salvage and damage control; safety management within the inner cordon;
- to maintain emergency service cover throughout the LFB area and return to a state of normality at the earliest time.

On arrival at the Incident, the Incident Commander of first attendance of the Fire Brigade will:

- (since the initial call to an incident may not carry sufficient information to identify the call as a major incident) assess the situation and report. This message will include the phrase, 'INITIATE MAJOR INCIDENT PROCEDURE'.
- take all necessary measures to:
- assess the effectiveness of firefighting or other measures carried out before his/her arrival;
- identify the risks associated with the location, including those details held on the Brigade's Central Risks Register;
- form a plan of action to deal with the developing situation;
- decide on appropriate additional resources;
- take effective command and issue instructions to effect the plan of action;
- maintain operational command of the firefighting and rescue operations within the inner cordon;
- evaluate the situation and any potential for development, preparing to brief a more senior officer on the incident, and the police and Ambulance Service officers attending;
- liaise with other emergency service incident officers at the earliest opportunity and provide a safety briefing;
- co-ordinate a joint hazard assessment between responding agencies and agree appropriate levels of personal protective equipment within the inner cordon.

#### 4. Role of the London Ambulance Service

The primary areas of responsibility for the LAS at a major incident may be summarised as:

- to save life together with the other emergency services;
- to provide treatment and care of those injured at the scene;
- to provide appropriate transport, medical staff, equipment and resources;
- to establish an effective triage sieve and triage sort system to determine the priority evacuation needs of those injured and to establish a safe location for casualty clearing, ie, triage sort area;
- to provide a focal point at the incident for all National Health Service (NHS) and other medical resources;
- to provide communication facilities for NHS resources at the scene, with direct radio links to hospitals, control facilities and any other agency as required;
- to nominate and alert the receiving hospitals from the official list of hospitals to receive those injured and inform the other agencies;
- to provide transport to the incident scene for the Medical Incident Officer (MIO), mobile medical/surgical teams and their equipment;
- to arrange the most appropriate means of transporting those injured to the receiving and specialist hospitals;
- to maintain emergency cover throughout the London Ambulance Service area and return to a state of normality at the earliest time;
- to act as a portal into the wider health services including the Health Protection Agency Regional Health Emergency Planning Advisors, and in the event of a chemical, biological, radiological or nuclear incident, advise on the convening of the Health Advisory Team (HAT), which will be able to advise and lead as far as health advice is concerned.

#### Actions of the Ambulance Service on arrival at the scene of an incident

- The first Ambulance Service crew to arrive will undertake the function of the Ambulance Incident Officer (AIO) prior to the arrival of a London Ambulance Service officer.
- The second ambulance crew will also initiate control and command, parking systems and a triage sieve, adopting the following procedures:
  - report arrival on scene to Emergency Operations Centre (EOC);
  - confirm and/or declare a major incident;
  - liaise with other emergency service incident officers;
  - provide EOC with a detailed situation report (using the mnemonics CHALET or METHANE); and request ambulance/medical resources required pending the arrival of the Ambulance Incident Officer.

- **Casualties** – casualties, approximate numbers of priority 1, 2 and 3 patients, dead and uninjured
- **Hazards** – hazards present and potential
- **Access** – access routes and suitable provisional rendezvous points (RVPs)
- **Location** – the exact location of the incident, with map references if possible
- **Emergency** – emergency services present and required including local authorities;
- consider medical team(s), special equipment and services, ie, HEMS, Emergency Planning Manager, BASICS, ECV, ESV
- **Type** – request number of LAS resources required. The type of incident with brief details of types and numbers of vehicles, trains, buildings, aircraft, etc.

**Or**

- **Major** – major incident declared (or hospitals to stand by)
- **Exact** – exact location of the incident, with map references if possible
- **Type** - the type of incident with brief details of types and numbers of vehicles, trains, buildings, aircraft, etc.
- **Hazard** – hazards, present and potential
- **Access** – access routes and suitable provisional rendezvous points (RVPs)
- **Numbers** – approximate numbers of priority 1, 2 and 3 patients, dead and injured
- **Emergency** – emergency services present and required including local authorities.
- Consider medical team(s), special equipment and services, ie, HEMS, Emergency Planning Manager, BASICS, ECV, ESV;
- Individuals that have been designated a management function by the first crew or the initial AIO must not get personally involved in rescue work.

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## 5. Role of the Health Advisory Team (HAT)

- The HAT is a strategic group chaired by the NHS, composed of representatives from a range of organisations and specialities who are able to give co-ordinated authoritative advice on the health aspects of an incident to the police Incident Commander, the NHS and other agencies. HAT is activated through the Health Protection Agency via London Ambulance Service Control.

The Medical Incident Officer (MIO)

- This role is undertaken by a senior clinician with appropriate experience and training;
- The MIO is usually taken to the scene by an Ambulance Service vehicle, but is not part of the mobile medical team and should not get personally involved in rescue work;
- The MIO has managerial responsibility for the deployment of medical and nursing staff at the scene and will liaise closely with the AIO to ensure the effective management of resources;

- Mobilisation of MIOs is the sole responsibility of the Ambulance Service. The LAS maintains an MIO Pool and will invariably deploy doctors from this group when the need for an MIO and support becomes apparent;
- All receiving hospitals have plans for their individual response to major incidents. Each plan provides for the designation of an MIO. The LAS will utilize MIOs from non-receiving hospitals if pool doctors are unavailable, eg, in cases of multiple major incidents.

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## 6. Note on the Role of the Local Authorities

Westminster City Council and Camden Borough Councils as Category One responders are required to:

- Assess the risks of emergencies occurring and use this information to inform emergency planning and business continuity planning;
- Put in place emergency plans;
- Put in place business continuity plans;
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public, in the event of an emergency;
- Share information with other local responders to enhance co-ordination;
- Co-operate with other local responders to enhance co-ordination and efficiency;
- Provide advice and assistance to business and voluntary organisations about business continuity management;
- Promote increased awareness of emergency planning.

### **Source**

London Emergency Services Liaison Panel\* Emergency Procedure Manual, 7th edition, 2007 City of Westminster Contingency Plan for Major Emergencies, 2007

### **\*Note:**

LESLP comprises:

#### **Metropolitan Police Service**

CO3, Emergency Preparedness Operational Command Unit, New Scotland Yard, Broadway, London SW1H 0BG

#### **London Ambulance Service (NHS Trust)**

220 Waterloo Road, London SE1 8SD

#### **City of London Police**

PO Box 36451, 182 Bishopsgate, London EC2M 4WN

**British Transport Police**

Central London Police Station, 16-24 Whitfield Street, London W1T 2RA

**London Fire and Emergency Planning Authority**

Operational Planning Division, LFB Headquarters, 8 Albert Embankment,  
London SE1 7SD

**HM Coastguard, London**

Thames Barrier Navigation Centre, 34 Bowater Road, Woolwich, London SE18 5TF

**Port of London Authority**

Bakers Hall, 7 Harp Lane, London EC3R 6LB

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# **Appendix 3A**

## Instructions for setting up Emergency Management Centre (Tower 1)

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**ROOMS U101, U103, U108 and U110, TOWER ONE**



## INSTRUCTIONS FOR SETTING UP THE CENTRE

These instructions are for use by the member of the Security Staff who is instructed by a Duty Officer to open up the Emergency Management Centre following a decision by a Gold-Silver Co-ordinator to activate the School's Major Incident Response Procedure and run operations from the Centre

More detailed technical information is available in the Technical Information Guide located in the Emergency Management Centre 'Battle Bag'

Procedure Revised December 2009

| THESE INSTRUCTIONS MUST BE FOLLOWED IN THE SEQUENCE SHOWN |                                                                                                                                                                                                                                                                                        |                                                   |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Instruction Reference Number                              | INSTRUCTION                                                                                                                                                                                                                                                                            | Tick when done<br>Proceed to the next instruction |
| 1                                                         | <b>COLLECT KEYS AND PARTITION TOOL FROM TOWER 3 RECEPTION</b><br><b>Collect the keys</b> for the Emergency Management Centre rooms, storage cupboards and kitchen and <b>the special tool needed for folding back the partition between Rooms U108 and U110</b> from Tower 3 reception |                                                   |
| 2                                                         | <b>PROCEED TO EMC ROOMS IN TOWER 1</b><br><b>Go to and unlock EMC Rooms</b> (Level 1 Tower 1 U101,103,108,110).                                                                                                                                                                        |                                                   |
| 3                                                         | <b>IF EMC ROOMS ARE <u>NOT</u> OCCUPIED</b><br>If none of the rooms comprising the EMC is in use, <b>then proceed to Instruction No 5</b> below.                                                                                                                                       |                                                   |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 4 | <p><b>IF ANY OR ALL OF THE EMC ROOMS ARE OCCUPIED</b></p> <p>If any or all the rooms forming the EMC are occupied, <b>follow these instructions:</b></p> <p><b>IF THE ROOMS ARE OCCUPIED BY TEACHING:</b></p> <ul style="list-style-type: none"> <li>• <b>inform the teacher the room has been requisitioned</b> for the Emergency Management Centre on the authority of the Gold Silver Co-ordinator, the lesson must be terminated immediately and if possible, alternative accommodation will be found.</li> <li>• <b>ring Timetables on ext 6333</b> using a mobile or one of the classroom direct dial extensions. Tell Timetables:             <ul style="list-style-type: none"> <li>• the decision has been taken to set up the EMC,</li> <li>• teaching in U101,103,108 and110 has been stopped</li> <li>• the students and staff will be sent to the ground floor to await Timetables' instructions</li> </ul> </li> <li>• Timetables should liaise with Security to determine the displaced group's next movements and then go to the ground floor of Tower 1 to meet them</li> <li>• <b>instruct those present to leave the room</b>, to proceed to the ground floor, and stay together to await further instructions from a member of the Timetables Office</li> </ul> <p><b>IF THE ROOMS ARE OCCUPIED BY OTHER EVENTS:</b></p> <ul style="list-style-type: none"> <li>• <b>inform those present that the room has been requisitioned</b> for the Emergency Management Centre on the authority of the Gold Silver Co-ordinator and the event must be terminated immediately and if possible, alternative accommodation will be found</li> <li>• <b>ring Conferences on ext 6446</b>, inform them of the situation and ask them to liaise with Security, to determine the displaced group's subsequent movements</li> <li>• <b>Instruct those present to leave the room</b>, proceed to the ground floor and stay together to await further instructions from a member of the Conferences Office</li> </ul> <p>When evacuation of all the rooms is completed, <b>proceed to Instruction 5</b></p> |  |
| 5 | <p><b>UNLOCK STORAGE CUPBOARD</b></p> <p>Unlock the EMC storage cupboard facing the mens' toilets (U120) on the 1st floor of Tower 1,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 6 | <p><b>COLLECT BATTLE BAG and EMERGENCY PHONES</b><br/> <b>Locate the EMC Battle Bag</b> inside the EMC storage cupboard. The Bag contains:</p> <ul style="list-style-type: none"> <li>• 3 lap top computers</li> <li>• network and mains cables</li> <li>• plastic keys for opening the network socket covers in U103 (Gold Team ops) U108 and U110 (Silver Team ops). There are no network sockets in U101 (Call Centre)</li> <li>• wind up radios</li> <li>• wind up torches</li> <li>• protective clothing</li> <li>• stationery</li> <li>• site maps</li> <li>• self adhesive telephone extension labels</li> </ul> <p><b>Emergency Phones</b> are stored in boxes in the cupboard</p> |  |
| 7 | <p><b>TAKE BATTLE BAG AND PHONES TO U108</b><br/> <b>Proceed to U108 with the Battle Bag</b>, using the trolley provided if necessary. Store bag in U108 during the incident.<br/> <b>Return to storage cupboard</b> with the trolley, load the emergency phones, and take them to U108.</p>                                                                                                                                                                                                                                                                                                                                                                                               |  |
| 8 | <p><b>OPEN U108/U110 PARTITION USING SPECIAL TOOL</b><br/>         If the partition dividing U108 and U110 is pulled across and locked into position, <b>use the tool you collected from Tower 3 reception to unlock it and then fold it back</b> to form a single room for the operational centre for the Silver Team</p>                                                                                                                                                                                                                                                                                                                                                                 |  |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 9  | <p><b>REMOVE NETWORK SOCKET COVERS</b><br/> <b>Using the white plastic key in the Battle Bag marked ‘EMC socket cover key’ remove all the network socket covers</b> located in the walls close to the floor in U108/U110 and U103 (one key opens all the covers)</p> <ul style="list-style-type: none"> <li>• the network socket covers are all labelled <b>‘CIERP EMC’ in black type on a yellow background</b></li> <li>• there are 5 covers in U108, 4 in U110, and 6 in U103 to unlock (total 15).</li> <li>• Inside each socket cover, there are 4 outlets (holes), all of which have a number and most of which have a label saying what they are linked up to, unlabelled holes are spare</li> <li>• to unlock each cover, fully insert the key into the key hole on the right hand side of the cover as you look at it: (the shape of the key hole prevents the key being inserted incorrectly)</li> <li>• turn the key clockwise (towards the wall) so that the ridged grip turns upwards to face you</li> <li>• the cover should spring open. If it is stiff, apply gentle manual pressure</li> </ul> |  |
| 10 | <p><b>SET UP BT LINES</b><br/> <b>Plug handsets into the following outlets (shown by large black font on a white background). Stick label for each extension in the Battle Box to the handset plugged into that outlet</b></p> <p>(i) <u>U108</u> – Outlets U108/<b>004</b> (020 7242 6897) and U108/<b>12</b> (020 7242 6811)</p> <p>(ii) <u>U110</u> – Outlet U110/<b>009</b> (020 7242 6808)</p> <p>(iii) <u>U103</u> – Outlet U103/<b>21</b> (020 7242 6871).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
|    | <p>Note: wall mounted classroom extensions and handsets are already fitted in each room of the EMC: 1 in each of U101,103 and U108, and 2 in U110). International access can be obtained from these lines by dialling password ***<b>244449</b>, followed by the number required.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |

11

**SET UP LSE EXTENSIONS**

Plug LSE telephone handsets into the 15 outlets with **black text on a red background** as follows. It does not matter which handset goes into which outlet, but the self-adhesive label for each extension in the Battle Box should be stuck on the handset plugged into that outlet.

**(i) U108 (5 outlets)**

Outlet U108/003 – Silver Team Hot Line 7612

Outlet U108/011- Silver Team Hot Line 7612

Outlet U108/16 - People Booth Hotline 7500

Outlet U108/18 - People Booth Hotline 7500

Outlet U108/19 - People Booth Hotline 7500

**(ii) U110 (4 outlets)**

Outlet U110/006 – Buildings Booth Hotline 7728

Outlet U110/008 – Buildings Booth Hotline 7728

Outlet U110/12 - Comms Booth Hotline 7755

Outlet U110/14 - Comms Booth Hotline 7755

**(iii) U103 (6 outlets)**

Outlet U103/2- Extn 5224

Outlet U103/6- Extn 5230

Outlet U103/10- Extn 5323

Outlet U103/14- Extn 5319

Outlet U103/18- Extn 5317

Outlet U103/22- Gold Team Hotline 7051

NOTE: The 'hotline' numbers shown above are the telephone numbers that will be advertised. In the event that an operator wishes to give out an individual extension number for direct dial purposes, they can use the prefix 020 7107 with the extension number associated with the particular outlet.

Outlet U108/003 – Silver Team Hot Line 7612 Extn 5236

Outlet U108/011- Silver Team Hot Line 7612 Extn 5238

Outlet U108/16 - People Booth Hotline 7500 Extn 5248

Outlet U108/18 - People Booth Hotline 7500 Extn 5264

Outlet U108/19 - People Booth Hotline 7500 Extn 5310

Outlet U110/006 – Buildings Booth Hotline 7728

Extn 5313-

Outlet U110/008 – Buildings Booth Hotline 7728

Extn 5320

Outlet U110/12 - Comms Booth Hotline 7755 Extn 5322

Outlet U110/14 - Comms Booth Hotline 7755 Extn 5324

Outlet U103/22- Gold Team Hotline 7051 Extn 5329

|         | <p>(iv) U101 (Call Centre)<br/>Plug LSE telephone handsets into the 10 outlets with black text on a red background as follows.<br/>It does not matter which handset goes into which outlet, but the self-adhesive label for each extension in the Battle Box should be stuck on the handset plugged into that outlet.</p> <p><b>The following are designated for use by relatives of students</b></p> <p><b>The externally advertised number feeding into these extensions is 020 7955 7011</b></p> <table><tr><th>Outlet</th><th>Extn</th></tr><tr><td>U101/20</td><td>4500</td></tr><tr><td>U101/18</td><td>4501</td></tr><tr><td>U101/02</td><td>4502</td></tr><tr><td>U101/04</td><td>4503</td></tr><tr><td>U101/06</td><td>4504</td></tr><tr><td>U101/08</td><td>4505</td></tr></table> <p><b>The following are designated extensions for use by relatives of staff</b></p> <p><b>The externally advertised number feeding into these extensions is 020 7955 7000</b></p> <table><tr><th>Outlet</th><th>Extn</th></tr><tr><td>U101/16</td><td>4506</td></tr><tr><td>U101/14</td><td>4507</td></tr><tr><td>U101/12</td><td>4508</td></tr><tr><td>U101/10</td><td>4509</td></tr></table> <p>There is a classroom extension wall mounted direct dial extension (020 7107) 5291. This can be used to make outgoing calls by dialling ***24444 9xxxx</p> | Outlet | Extn | U101/20 | 4500 | U101/18 | 4501 | U101/02 | 4502 | U101/04 | 4503 | U101/06 | 4504 | U101/08 | 4505 | Outlet | Extn | U101/16 | 4506 | U101/14 | 4507 | U101/12 | 4508 | U101/10 | 4509 |  |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|--------|------|---------|------|---------|------|---------|------|---------|------|--|
| Outlet  | Extn                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/20 | 4500                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/18 | 4501                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/02 | 4502                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/04 | 4503                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/06 | 4504                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/08 | 4505                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| Outlet  | Extn                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/16 | 4506                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/14 | 4507                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/12 | 4508                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| U101/10 | 4509                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |
| 12      | <p><b>COLLECT FAX,PAPER, LAPTOPS</b></p> <p>Return to the EMC storeroom facing U120. Collect:</p> <ul style="list-style-type: none"><li>• the fax machine</li><li>• copier paper</li></ul> <p>and take them to U108.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |      |         |      |         |      |         |      |         |      |         |      |         |      |        |      |         |      |         |      |         |      |         |      |  |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 13 | <p><b>SET UP FAX MACHINE</b></p> <p>Set up the FAX machine in U108 as follows:</p> <ul style="list-style-type: none"> <li>• plug the white lead into the left hand side of the fax machine as viewed from the front into the socket marked LINE</li> <li>• plug the other end of the white lead with grey adaptor into the following outlet also <b>black text on a red background –</b></li> <li>• <b>Outlet U108/17- Tel no 020 7107 5271</b></li> <li>• Plug one end of the black power cable into the left hand side of the fax machine using the 3 pin socket</li> <li>• Plug other end of black power cable into a power socket on the wall</li> </ul>                                                                                                      |  |
| 14 | <p><b>INSTALL LAPTOPS</b></p> <ul style="list-style-type: none"> <li>• The 3 Battle Bag laptops provided a quick and basic level of IT capacity until additional machines are available. Install them in U108/110 as follows:</li> <li>• Outlets to the LSE network are labelled <b>LSE Data</b> with <b>black type on a green background</b></li> <li>• Outlets direct to the internet using the BT network are labelled <b>ADSL Data</b> by <b>blue type on a white background</b></li> </ul> <p>U108<br/> <b>LSE Network Outlet U108/015</b></p> <p>U110<br/> <b>LSE Network Outlet U110/001</b><br/> <b>BT Network Outlet U110/016</b></p> <p>Remaining LSE network and BT network outlets should then be used as directed by the Operations Co-ordinator</p> |  |
| 15 | <p><b>PROCEDURE FOR CONNECTING LAPTOPS TO DATA NETWORK</b></p> <p>Plug Ethernet cable in network socket on laptop</p> <p>Plug other end of Ethernet cable in a <b>Network Outlet</b> or the Network <b>Outlet</b> listed in 14</p> <p>Check network activity lights are flashing on laptop</p> <p>If lights <u>are</u> flashing follow instructions in left hand column below.</p> <p>If lights are not flashing follow instructions in right hand column below</p>                                                                                                                                                                                                                                                                                               |  |

|    |                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|    | <p>✓ <u>Network activity lights do flash</u></p> <ul style="list-style-type: none"> <li>• Go to start menu</li> <li>• Choose Run</li> <li>• Type in <b>cmd</b></li> <li>• DOS window appears</li> <li>• On network outlet IP address in form 158.143.*.* appears</li> <li>• On Internet outlet, IP address in form 192.168.1.* appears</li> <li>• =Successful network connection</li> </ul> | <p>X <u>Network activity lights don't flash</u></p> <ul style="list-style-type: none"> <li>• Try another Network outlet or ADSL outlet. If lights now flash, refer to left hand column instructions. If not....</li> <li>• Try another Ethernet cable. If lights now flash refer to left hand column instructions</li> <li>• If lights still don't flash contact member of network team Exts</li> </ul> <p>6021    #6295- 07773<br/>551924</p> <p>7741    #6298 07734<br/>483519</p> <p>7742    #6588 07734<br/>993566</p> <p>7845    #6450 07734<br/>483520</p> |  |
| 16 | <p><b>COLLECT AND ERECT SOUNDPROOF SCREENS</b></p> <ul style="list-style-type: none"> <li>• Collect screens from V116 and take to U108/110</li> <li>• Erect screens in U108/110 as shown on the diagram of the EMC held in the Battle Bag, page 74</li> </ul>                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 17 | <p><b>RECONFIGURE DESKS IN U108-U110</b></p> <ul style="list-style-type: none"> <li>• Lay out desks already in U108/110 in the configuration shown on the diagram in the Battle Bag.</li> <li>• Set up of the EMC is now complete</li> </ul>                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |



## LAYOUT OF THE SILVER TEAM ROOM IN THE EMERGENCY MANAGEMENT CENTRE (U108 AND U110)

The Silver Team room is divided into 2 distinct areas:

- Incident command
- Sub-unit operations.

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**INCIDENT COMMAND** is the area in which all the tactical decisions for implementing the Gold Team's strategic directives are taken.

Within Incident Command are located:

- *the Gold-Silver Co-ordinator* who is responsible for directing the operations of the Silver Team to achieve the strategic directives given by the Gold Team and liaising with the Gold Team.
- *the Operations Co-ordinator*, whose role is:

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**1** to control the flow of information to the Gold-Silver Co-ordinator and/or to Sub-unit operations from the two Silver Team 'hotline' call-filterers

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**2** to control the flow of information to and from the Gold-Silver Co-ordinator from the sub-unit operations area

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**3** to manage decision-taking in response to all instructions and developments during the course of the incident

- *two Call-Filterers* who take calls received on the Silver Team 'hotline' 020 7955 7612, which are automatically distributed to extensions 5236 and 5238. They take advice, as required, from the Operations Co-ordinator on whether calls received on the hotline should be referred to Sub Unit operations for action or to the Gold-Silver Co-ordinator for further consideration.
  - *two Log Keepers* who record details of all decisions taken in Incident Command and the reasons for them, and mark up developments on site maps. One log keeper maintains the Operations Log recording instructions issued by Incident Command and instructions received from the Gold Team. The other maintains the *Policy Log* recording policy decisions taken by the Gold-Silver Co-ordinator and the reasons for them.
- 

**SUB-UNIT OPERATIONS** This is the area in which instructions from incident command are fed out to staff, students and estates and public relations is handled and messages relating to those areas are fed into incident command

- the sub-unit operations area is separated from the incident command area by an acoustic screen.
- The sub-unit operations area is sub-divided into 3 operational 'booths' by acoustic screens, with each booth being manned by Silver Team member(s) of staff from that area, each of whom has a note-taker to record actions taken and the reasons for them
  - people (staff, students and visitors)
  - buildings including infrastructure
  - communications

The booths must be arranged as shown on the diagram to ensure the communications booth has access to the BT connection in U110.

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# Appendix 3B

## Instructions for setting up the Emergency Management Centre (Rosebery Avenue)

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Myddleton Suite, Rosebery Avenue residence,  
90 Rosebery Avenue, London EC1R 4TY

These instructions are for use by the member of staff who is instructed to open up the Emergency Management Centre at Rosebery Avenue Hall of Residence following a decision by a Gold-Silver Co-ordinator to activate the School's Major Incident Response Procedure and run operations from the Centre

More detailed technical information is available in the Technical Information Guide located in the Emergency Management Centre 'Battle Bag'

Procedure compiled August 2010

| THESE INSTRUCTIONS MUST BE FOLLOWED IN THE SEQUENCE SHOWN |                                                                                                                                                                                                                                                      |                                                   |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Instruction Reference Number                              | INSTRUCTION                                                                                                                                                                                                                                          | Tick when done<br>Proceed to the next instruction |
| 1                                                         | <b>COLLECT KEYS FROM HALL RECEPTION</b><br>Collect the keys for the Emergency Management Centre rooms, storage cupboards and kitchen from Hall Reception Desk.                                                                                       |                                                   |
| 2                                                         | <b>PROCEED TO EMC ROOMS IN THE HALL BASEMENT</b><br>Go to and unlock the EMC Rooms (Myddleton, Amwell and Clerkenwell). The Myddleton Room is the Silver Team hub, the Amwell Room is the Gold Team hub and the Clerkenwell Room is the Call Centre. |                                                   |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 3 | <p><b>IF EMC ROOMS ARE <u>NOT</u> OCCUPIED</b></p> <p>If none of the rooms comprising the EMC is in use, then <b>proceed to Instruction No 5</b> below.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| 4 | <p><b>IF ANY OR ALL OF THE EMC ROOMS ARE OCCUPIED</b></p> <p>If any or all the rooms forming the EMC are occupied, <b>follow these instructions:</b></p> <p><b>IF THE ROOMS ARE OCCUPIED BY OTHER EVENTS:</b></p> <ul style="list-style-type: none"> <li>• <b>inform the users the room has been requisitioned</b> for the Emergency Management Centre on the authority of the Gold Silver Co-ordinator, the event must be terminated immediately and if possible, alternative accommodation will be found.</li> <li>• <b>ring the Front of House Manager on ext 5838</b> using a mobile or one of the direct dial extensions. Tell them:             <ul style="list-style-type: none"> <li>• the decision has been taken to set up the EMC,</li> <li>• the event in the EMC accommodation has been stopped</li> <li>• the students and staff will be sent to bar or canteen area to await instructions from the Front of House Manager</li> <li>• the Front of House Manager will liaise with the organisers of the booking to determine the displaced group's next movements and then go to the bar or canteen to meet them</li> </ul> </li> <li>• <b>ask those present to proceed to the bar or canteen and stay together to await further instructions from the Front of House Manager.</b></li> </ul> <p>When evacuation of all the rooms is completed, <b>proceed to Instruction 5.</b></p> |  |
| 5 | <p><b>UNLOCK STORAGE CUPBOARDS</b></p> <p>Unlock the 2 EMC storage cupboards</p> <p>Cupboard 1 – in the passage between the Myddleton (Silver Team) and Clerkenwell (Call Centre) rooms</p> <p>Cupboard 2 – in the Amwell (Gold Team) room</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 6 | <p><b>COLLECT BATTLE BAG and EMERGENCY PHONES</b></p> <p><b>Locate the EMC Battle Bag</b> inside storage Cupboard 1. The Bag contains:</p> <ul style="list-style-type: none"> <li>• 3 lap top computers</li> <li>• network and mains cables</li> <li>• wind up torches</li> <li>• protective clothing</li> <li>• stationery</li> <li>• site maps</li> <li>• self adhesive telephone extension labels.</li> </ul> <p><b>Emergency Phones</b> are stored in boxes in Cupboard 2 in three large cardboard boxes on the floor.</p> <p><b>Box 1</b> contains headseats; <b>Box 2</b> Avaya IP phones and cables and <b>Box 3</b> analogue phones and a FAX machine.</p> |  |
| 7 | <p><b>TAKE BATTLE BAG AND PHONES TO MYDDLETON ROOM</b></p> <p><b>Store the battle bag</b> in the Myddleton Room during the incident.</p> <p><b>Distribute the emergency phones and laptops</b> between the Amwell, Myddleton and Clerkenwell Rooms with the Battle Bag following the centre layout diagrams in the Battle Bag.</p>                                                                                                                                                                                                                                                                                                                                 |  |
| 8 | <p><b>CONFIGURE DESKS</b></p> <p>Configure the desks in the Amwell, Myddleton and Clerkenwell rooms to conform to the layouts in the plans in the EMC Battle Bag inside Storage Cupboard 1.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |

9

SET UP AVAYA IP PHONES *(nb this is a totally different telephone system to the one in the Tower 1 Emergency Management Centre and is set up in a completely different way)*

- unpack the phones from their individual boxes within Box 2 and assemble. Each phone has a plastic desktop stand that snaps into slots on the back of the phone
- connect 1x3m lead to the top outlet on the back of each phone. There is no other cable as the phones are powered from the telephone cable and do not need a mains power supply
- connect each handset to any of the wall outlets marked with a red sticker in each of the Amwell, Myddleton and Clerkenwell Rooms
- Within 3-4 seconds of the phone being connected to the wall outlet, the phone screen will illuminate and the phone will begin a boot-up sequence taking 1-2 minutes. Upon completion of the boot-up sequence, the screen will display the message 'EXTENSION <?>'
- Refer to the set-up plans in the Battle Bag to find an appropriate extension number in the relevant team for each handset
- Enter the desired extension number into the handset and on being prompted, press # to confirm
- The handset will request a password. Enter **1234** and the phone will prompt # to be pressed again to confirm
- The handset will initialise with the required extension number and the display will show the date, time and the phone's extension number
- Each extension number can only be used once, so note the numbers used to avoid duplication
- If you make a mistake and enter a wrong number, the handset can be reset and rebooted as follows
- Press MUTE 2 5 3 2 7 # (25327 spells Clear)
- Resume procedure as above entering correct number.

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 10 | <p><b>CALL CENTRE HEADSETS</b></p> <ul style="list-style-type: none"> <li>• <u>Headsets</u> for the Call Centre staff in Clerkenwell are located in Box 1 in the Amwell Room cupboard</li> <li>• The Headsets are in two parts: the headset 'top' that the user wears with an earpiece and microphone, and the amplified bottom cord known as an HIC-1 cable. These two parts join together very simply: only one end of the HIC-1 cable will connect to the headset. The other end of the HIC-1 cable connects to a socket on the back of the Avaya handset marked with a headset symbol.</li> </ul>                                                                                                                                           |  |
| 11 | <p><b>CONNECT ANALOGUE EXTENSIONS</b></p> <ul style="list-style-type: none"> <li>• there are 4 wall sockets marked with a blue label (3 in Myddleton, 1 in Amwell). Locate the 4 'NRX EVO' analogue phone sets from Box 3 in the Amwell Room storage cupboard</li> <li>• connect the handsets to the 4 blue stickered sockets. The phones will automatically be using pre-assigned extensions and no further action is required.</li> </ul>                                                                                                                                                                                                                                                                                                     |  |
| 12 | <p><b>SET UP FAX MACHINE</b></p> <ul style="list-style-type: none"> <li>• the <b>FAX</b> machine is located in Box 3 in the Amwell Room storage cupboard</li> <li>• Set up the FAX machine as follows</li> <li>• Plug the white lead into the left hand side of the FAX machine as viewed from the front into the socket marked LINE</li> <li>• Plug the other end of the white lead with the grey adaptor into socket S36 in the Myddleton Room marked with a yellow sticker. This is a direct BT line no 020 7833 3012</li> <li>• Plug one end of the black power cable into the left hand side of the FAX machine using the 3 pin socket</li> <li>• Plug the other end of the black power cable into a wall-mounted power socket.</li> </ul> |  |

13

## USE OF LAPTOPS

- The EMC has both network and WiFi access to the Internet
- Laptops should normally be plugged into a mains socket and if possible not run off battery power
- Connectivity to the LSE Network is via the sockets marked with green labels in all 3 rooms of the EMC
- Plug Ethernet cable into a network socket on the laptop and the other end of Ethernet cable in a Network outlet
- Check network activity lights are flashing on laptop. If they are you should be able to obtain direct network access to the Internet
- Network activity lights do flash
- Go to start menu
- Choose Run
- Type in cmd
- DOS window appears
- On Internet outlet, IP address in form 192.168.
- \*appears =Successful network connection X  
Network activity lights don't flash
- Try another ADSL outlet. If lights now flash, refer to left hand column instructions. If not...
- Try another Ethernet cable. If lights now flash refer to left hand column instructions
- If lights still don't flash contact member of network team on exts:

#6295

07773 551924

7741 #6298

07734 483519

7742 #6588

07734 993566

7845 #6450

07734 483520



## NOTE ON THE LAYOUT OF THE SILVER TEAM ROOM IN THE EMERGENCY MANAGEMENT CENTRE (MYDDLETON ROOM)

**The Silver Team Room is divided into 2 distinct zones:**

- **Incident command (at the back of the room as it is entered from the main doors)**
- **Sub-unit operations (on the left and right hand sides of the room as it is entered from the main doors)**

**INCIDENT COMMAND ZONE.** This is the zone in which all the tactical decisions for implementing the Gold Team's strategic directives are taken.

Within Incident Command are located:

- *the Gold-Silver Co-ordinator* who is responsible for directing the operations of the Silver Team to achieve the strategic directives given by the Gold Team and liaising with the Gold Team.
- *the Operations Co-ordinator*, whose role is:
  - 1 to control the flow of information to the Gold-Silver Co-ordinator and/or to Sub-unit operations from the two Silver Team 'hotline' call-filterers
  - 2 to control the flow of information to and from the Gold-Silver Co-ordinator from the sub-unit operations area
  - 3 to manage decision-taking in response to all instructions and developments during the course of the incident.
- *two Call-Filterers* who take calls received on the Silver Team 'hotline' 8203, which are automatically distributed to extensions 8017 and 8018. They take advice, as required, from the Operations Co-ordinator on whether calls received on the hotline should be referred to Sub Unit operations for action or to the Gold-Silver Co-ordinator for further consideration.
- *two Log Keepers* who record details of all decisions taken in Incident Command and the reasons for them, and mark up developments on site maps. One log keeper maintains the Operations Log recording instructions issued by Incident Command and instructions received from the Gold Team. The other maintains the Policy Log recording policy decisions taken by the Gold-Silver Co-ordinator and the reasons for them.

**SUB-UNIT OPERATIONS ZONE.** This is the zone in which instructions from incident command are fed out to staff, students and estates and public relations is handled and messages relating to those areas are fed into incident command

- **The sub-unit operations zone is sub-divided into 3 sections** with each being manned by Silver Team member(s) of staff from that area, each of whom has a note-taker to record actions taken and the reasons for them
- **People section** (staff, students and visitors) (located on left hand side of the Myddleton Room, near the main doors)
- **Buildings section** including infrastructure (located on the right hand side of the Myddleton Room, near the main doors)
- **Communications section** (located on the right hand side of the Myddleton Room, between the buildings area and Incident Command zone).

The zones and sections must be arranged as shown on the diagram to ensure the communications booth and Incident Command have access to the BT lines in the Myddleton room.



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# Appendix 4

## External contact list

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| Support Type      | Supplier                                                                                                                                                                                                                                                                                                                                                                                                           | Contact Numbers                                                                                                                                                                                                                                                    | Web-sites etc                                                                                                              |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| School's Insurers | Aon                                                                                                                                                                                                                                                                                                                                                                                                                | 020 7173 7797                                                                                                                                                                                                                                                      | www.aonprotectassistance.com                                                                                               |
| Local Authorities | <p><b>City of Westminster</b><br/>The Contingency Planning Team<br/>Westminster City Hall<br/>64 Victoria Street<br/>London SW1E 6QP</p> <p><b>London Borough of Camden</b><br/>Melissa Brackley<br/>Emergency Planning and Business Continuity Manager<br/>c/o Bidborough House<br/>Mabledon Place<br/>London WC1H 9BF</p> <p><b>City of London Corporation</b><br/>City of London Contingency Planning Group</p> | <p>24 hr contact nos<br/>020 7641 6000<br/>020 7641 8000 (Minicom)<br/>Office Hours<br/>020 7641 7054;<br/>020 7641 7090<br/>020 7641 7066</p> <p><u>Office hours</u><br/>020 7974 5643,<br/><u>Out of office hours</u><br/>020 7974 4444</p> <p>020 7456 9800</p> | <p>(Staff are located at The Medburn Centre, 136 Chalton Street, NW1.)</p> <p>contingency.planning@cityoflondon.gov.uk</p> |
| Police            | Emergencies<br>Police Anti-Terrorist Hotline                                                                                                                                                                                                                                                                                                                                                                       | 999<br>0800 789 321                                                                                                                                                                                                                                                |                                                                                                                            |

|                                              |                                                                              |                                                                      |                                                                                                            |
|----------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| UK Resilience-Cabinet Office                 | Cabinet Office, 22 Whitehall, London SW1A 2WH                                | 020 7276 1234                                                        | <a href="http://www.cabinetoffice.gov.uk/ukresilience.aspx">www.cabinetoffice.gov.uk/ukresilience.aspx</a> |
| Electricity Supplier                         | EDF Energy                                                                   | 0800 0280 247                                                        |                                                                                                            |
| Gas Supplier                                 | British Gas                                                                  | 0800 111 999                                                         |                                                                                                            |
| Water Supplier                               | Thames Water                                                                 | 0845 920 0800                                                        |                                                                                                            |
| Flooding                                     | Environment Agency Flood line                                                | 0845 988 1188                                                        |                                                                                                            |
| Anti terrorism Hotline                       |                                                                              | 0800 789 321                                                         |                                                                                                            |
| Foreign Office Emergency Number              |                                                                              | 0870 606 0290                                                        |                                                                                                            |
| NHS Direct                                   |                                                                              | 0845 4647                                                            |                                                                                                            |
| Security Services Advice                     | MI5 Enquiries Desk<br>PO Box 3255<br>London SW1P 1AE                         | 0800 111 4645<br>020 7930 9000                                       |                                                                                                            |
| Contacts in the event of transport incidents | National Rail<br>Network Rail<br>Kings Place<br>90 York Way<br>London N1 1AG | 08457 48 49 50<br>08457 11 414141<br>HQ Switchboard<br>020 3356 9595 | Fax 020 3356 9245                                                                                          |

## Major Neighbouring Organisations

|                                                                                                                     |                                                        |                                                    |                                           |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------|-------------------------------------------|
| <b>Royal Courts of Justice</b><br>Strand<br>London<br>WC2A 2LL                                                      | Stephen Burrows<br>Security and Enforcement Manager    | 020 7947 6836                                      | Steve.Burrows@hmcourts-service.gsi.gov.uk |
| <b>The Waldorf Hilton</b><br>Aldwych<br>London<br>WC2B 4DD                                                          | Colin M McLean<br>Security Manager                     | 020 7836 2400                                      |                                           |
| <b>BBC</b><br>Room 130,<br>Centre Block,<br>BBC World Service,<br>Bush House,<br>The Strand,<br>London,<br>WC2B 4PH | George Nanos<br>BBC Security Manager, Wilson James Ltd | Work:<br>020 7557 2027<br>Mobile:<br>07901 650 770 | george.nanos@bbc.co.uk                    |
| <b>St Catherine's House</b><br>61 Kingsway<br>London<br>WC2                                                         | Jim Adamson                                            | Mobile 0787 20 61534                               | jim_adamson1949@yahoo.co.uk               |
| <b>Australian High Commission</b><br>Australia House<br>Strand,<br>London,<br>WC2B 4LA                              | Fred Lewis<br>Facilities Manager                       | Tel: 020 7887 5631<br>Fax: 020 7465 8210           | fred.lewis@dfat.gov.au                    |

|                                                                                              |                                    |               |                                      |
|----------------------------------------------------------------------------------------------|------------------------------------|---------------|--------------------------------------|
| <b>Kings College</b><br>Strand Site<br>Strand.<br>London.<br>WC2R 2LS                        | Mark Rainsbury<br>Security Manager | 020 7848 4313 | mark.rainsbury@kcl.ac.uk             |
| <b>Somerset House</b><br>Strand<br>London<br>WC2R 1LA                                        | Eileen Restall                     | 020 7845 4600 | Eileen.Restall@somerset-house.org.uk |
| <b>One Aldwych,</b><br>London<br>WC2B 4RH                                                    | David Paine                        | 020 7300 1000 | davidpaine@onealldwych.com           |
| <b>80 Strand</b><br>(Shell Mex House)<br>London                                              | Paul Bone                          |               | Paula.Bone@80strand.com;             |
| <b>The Law Society</b><br>113<br>Chancery Lane<br>London<br>WC2A 1PL                         | Richard Spencer                    | 020 7242 1222 | Richard.Spencer@lawsociety.org.uk    |
| <b>British American Tobacco p.l.c</b><br>Globe House<br>4 Temple Place<br>London<br>WC2R 2PG | Richard Steel                      | 020 7845 1000 | richard_steel@bat.com                |



|                                                                                        |                |                                                                                                                    |                                |
|----------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Outer Temple</b><br>Outer Temple Chambers<br>222 Strand<br>London<br>WC2R 1BA       | Russell Healey | 020 7353 6381                                                                                                      | russell.healey@outertemple.com |
| <b>Royal College of Surgeons</b><br>35-43<br>Lincolns Inn Fields<br>London<br>WC2A 3PE |                | 020 7405 3474<br>(main switch)<br>020 7869 6045<br>(Communications Dept)<br>07966 486832 (Out of Hours contact no) | communications@rcseng.ac.uk    |

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# Appendix 5

## Incident sheet log

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| Incident |      |                  |            |              |                 |           |  |  |
|----------|------|------------------|------------|--------------|-----------------|-----------|--|--|
| Date     |      |                  |            |              |                 |           |  |  |
| Ref No   | Time | Information From | Occurrence | Action Taken | Log Keeper Name | Signature |  |  |
|          |      |                  |            |              |                 |           |  |  |
|          |      |                  |            |              |                 |           |  |  |
|          |      |                  |            |              |                 |           |  |  |
|          |      |                  |            |              |                 |           |  |  |
|          |      |                  |            |              |                 |           |  |  |
|          |      |                  |            |              |                 |           |  |  |

