



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

LSE Major Incident Initial Response Plan

Contents

Introduction	2
Flow Chart: How the MIIRP works	3
Flow Chart: Gold and Silver Teams structure and roles	4
1. How the School manages a major incident	6
2. What is a major incident and how do I report it	7
3. First responders: LSE Security or residence Duty Manager	9
4. First Responder: actions following invocation of the plan	11
5. The On Call Gold Team Member: invoking the plan	12
6. The Gold Team (strategic) and membership	13
7. The Silver Team (tactical) and membership	15
Buildings and Infrastructure	16
People	16
Communications	17
8. The Bronze Team (implementation)	20
9. Additional information	21
What happens if the incident requires evacuation of the site?	21
What happens if the incident requires invacuation of the site?	23
Directed dispersal	23
Emergency external lines for use by students and staff	24
The role of the Emergency Services	25
Emergency external contacts	33
Incident log sheet	38

**To report an incident call the Security Control Room
on extension 666 or 0207 955 6200**

Introduction

Purpose

The purpose of the Major Incident Initial Response Plan (MIIRP) is to help the School respond to any major incident affecting the School campus or student residences. The first priority of any response to an incident must be to ensure the safety and wellbeing of people, followed by ensuring the security of property.

Using the plan

The plan is a guide, not a rigid blueprint. Some of the checklists may seem rather obvious, but they are there to help ensure nothing important is missed in the heat of the moment. A list of emergency contacts will also be given to Gold and Silver Team Members to keep with their copy of this document. Access to the emergency contacts, stored in an Outlook inbox, has also been given to key Gold and Silver personnel. It is expected that key emergency response personnel will ensure they have access to either the electronic or hard copy contacts lists at all times.

Reviewing the plan and documenting the event

Once the incident has been closed the Director of Business Continuity will undertake a review to determine how the MIIRP performed and how it might be improved. For this reason, and in case of a legal enquiry into the events around a major incident, it is vital that a record of all actions and decisions is kept either during the incident or immediately after it.

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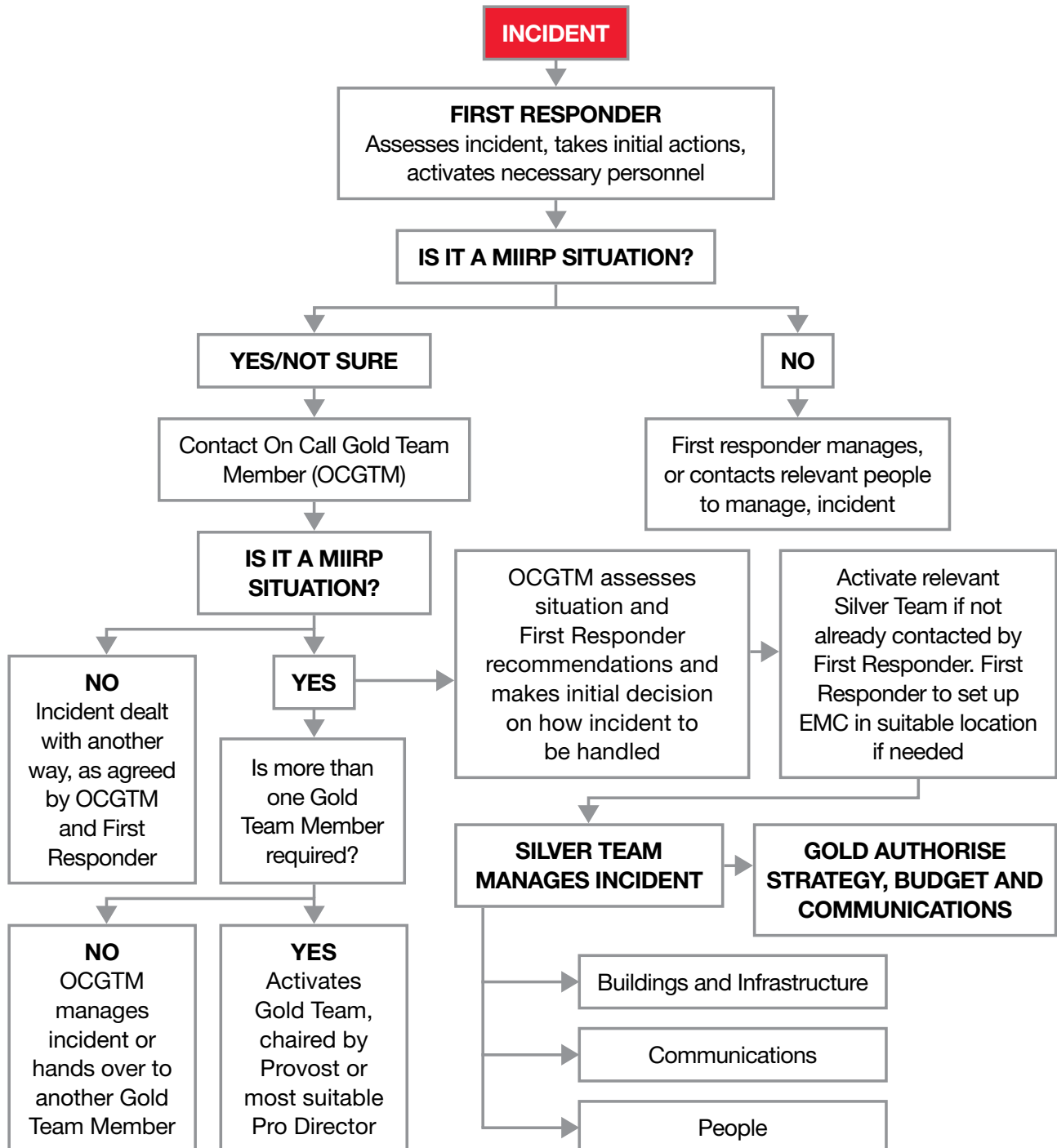
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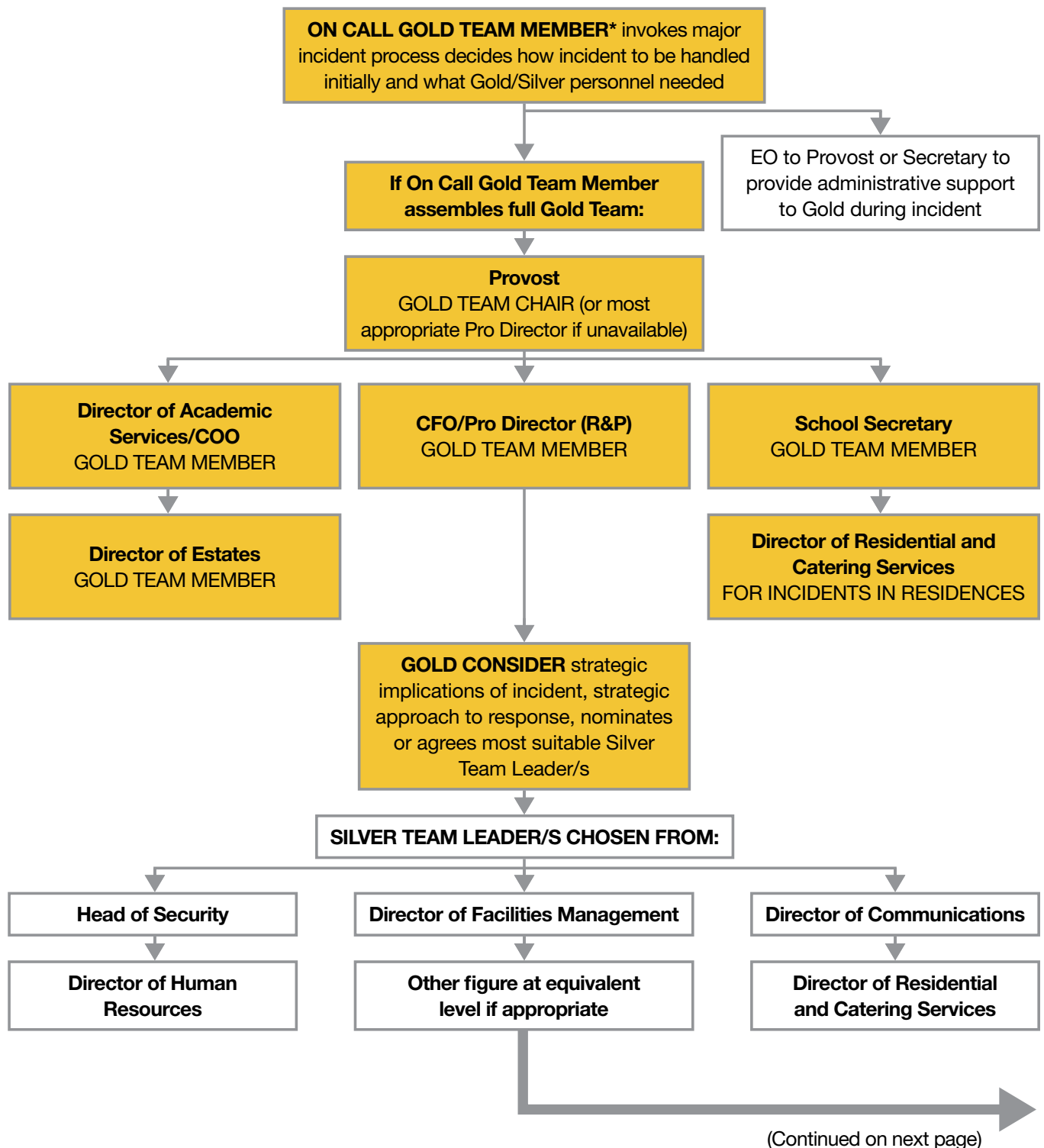
How the MIIRP works



NB: **For incidents on campus** the First Responder will usually be Security and the On Call Gold Team Member will be the first Gold Team Member able to respond.

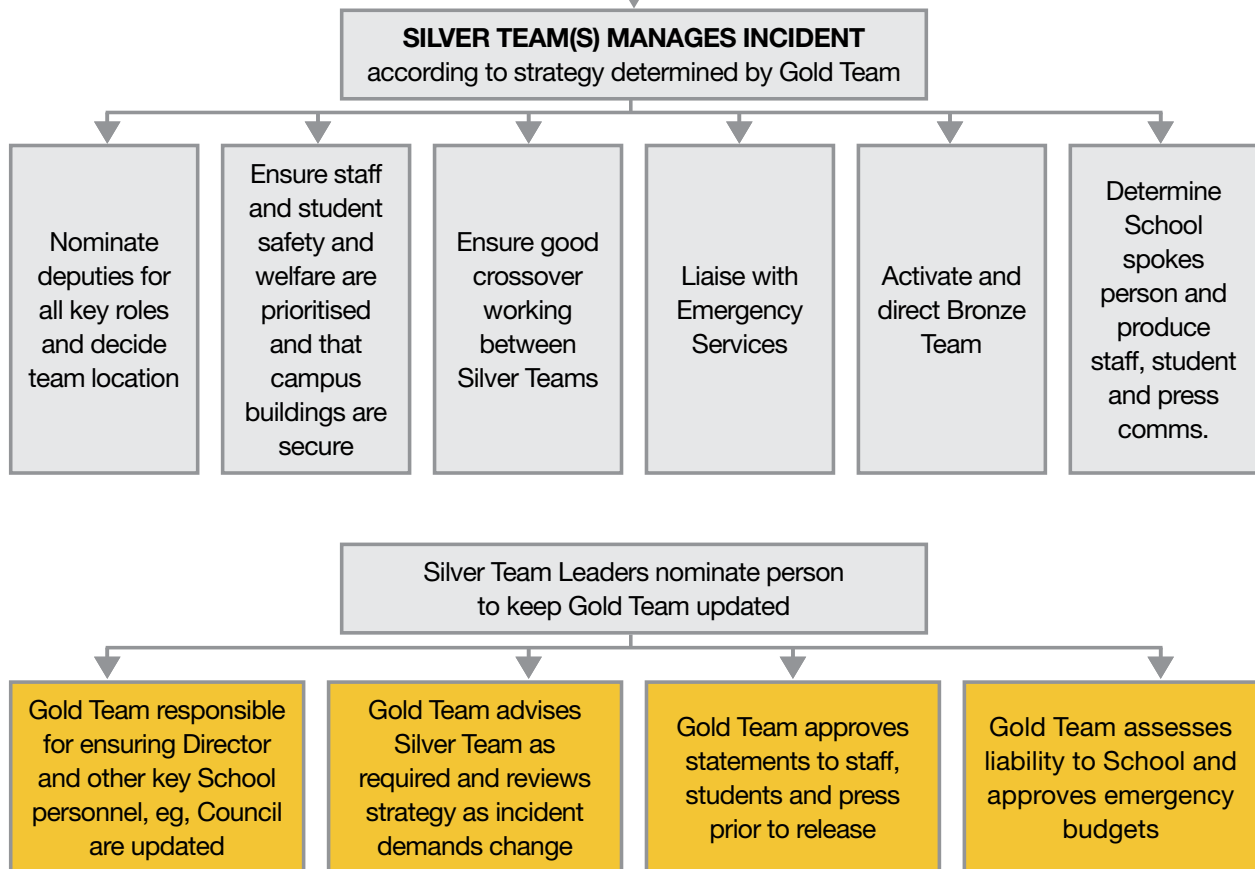
For incidents in Residences the First Responder will be the Duty Manager for the affected residence and the On Call Gold Team Member will be the Director of Residential and Catering Services or their deputy.

Gold and Silver Teams structure and roles



* **NB: For incidents on campus** the On Call Gold Team Member will be the first Gold Team Member able to respond. **For incidents in Residences** the On Call Gold Team Member will be the Director of Residential and Catering Services or their nominee.

(From previous page)



1. How the school manages a major incident

- 1.1** The flow charts on the previous pages sum up best practice.
- 1.2** The School mirrors the Gold, Silver and Bronze command structure and language of the emergency services to make it easier for us to deal with them. For LSE it means the following:
- **Gold Team** makes the strategic decisions, such as whether to close the campus. They may or may not need to be heavily involved as an incident develops, depending on its nature. Gold may in practice be a single member of the School's top leadership.
 - **Silver Team** comprises the senior managers who manage a major incident within guidelines set by Gold and other authorities such as the emergency services.
 - **Bronze Team** members are no longer formally pre-designated, with effect from the June 2015 revision of this plan. They comprise all other staff on whom Silver need to call during a major incident.
- 1.3** Experience has shown that it is unwise to assume that the pre-designated Emergency Management Centres, the various pre-designated evacuation muster points or an emergency call centre will be needed or will be available and useable. The plan allows for them to be set up or used but does not require it.

NB: A number of teams have their own "battle bags" in case of an emergency incident, which contains essential equipment and documents. There are also store cupboards in Tower 2, room 1.05, which contain emergency supplies such as spare phones, laptops, wind up torches etc (Security has access to this cupboard) and in the Myddleton Suite at Rosebery Avenue Residence (which the Rosebery Duty Manager has access to.)

2. What is a major incident and how do I report it?

A major incident is any incident that results in major disruption to the School or the School community, or otherwise requires sustained senior management action, for example:

- a) The loss of access to, or the need to evacuate, one or more campus buildings or LSE student residences, except for straightforward and short-term incidents such as false fire alarms, minor floods, short lived power cuts etc.
- b) Major damage or multiple casualties on the Houghton Street campus or in an LSE residence, or a life-threatening emergency situation involving one or more individuals.
- 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 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 loss of utilities on the Houghton Street campus or in an LSE student residence, eg, loss of power, telephones, major campus-wide outage of one or more key IT systems etc.
- g) The unauthorised occupation of School premises.
- h) Any other incident that threatens the reputation of the School.

The above examples are not exhaustive. If it is not immediately clear whether the situation merits the invocation of the MIIRP, the On Call Gold Team Member/Gold Team will make a judgement depending on the nature of the incident and its impact.

2.1 Reporting an incident affecting Houghton Street and the School campus:

You should report an incident immediately by calling the Security Control Room on extension 666 or on 0207 955 6200. The operator will notify LSE Security, who will assess the situation, liaise with the Emergency Services if required, and decide whether to contact the On Call Gold Team Member.

If in doubt, report the incident to the Security Control Room on extension 666 or 0207 955 6200

2.2 Reporting an incident affecting an LSE student residence:

In the case of an incident in an LSE student residence, the matter should be reported immediately to the Duty Manager for the affected residence. They will assess the situation and liaise with the Emergency Services if required and contact the Director of Residential and Catering Services (or their nominee or deputy in their absence).

NOTE: In urgent cases, Wardens may seek help with individual students from an Out of Hours Support Group available up to 11pm each day. This group is made up of six senior managers within LSE's pastoral support services. Contact details for the Out of Hours Support Group are held by the School's Security Control Room.

If in doubt, report the incident to the Security Control Room on extension 666 or 0207 955 6200

3. First responders: LSE Security or residence Duty Manager

- 3.1 For incidents affecting the School campus**, LSE Security will usually be first responder. For incidents affecting a School residence, the Duty Manager for the affected residence will usually be first responder. First responders may vary depending on the nature of the incident.
- 3.2** First responders should set in motion any emergency response, such as calling the emergency services. They are authorised to alert other colleagues (including Silver Team members) to assist with the initial impact of the incident, set up an Emergency Management Centre (EMC) if one is needed and contact the relevant people, and make any initial decisions necessary to mitigate the effects of the incident in its early stages, eg, campus/residence evacuation. They may also be asked for their recommendations in response to an incident.
Any decisions/recommendations/actions must be documented in case an inquiry follows the incident.
- 3.3** First responders should also judge whether the incident is, or looks like becoming, a major one. If it does – or if they are unsure - they should contact the “On Call Gold Team Member” for instructions:
- For incidents affecting the campus the On Call Gold Team Member will be the first member of the Gold Team, including their deputies, available to respond.
 - For incidents affecting a residence the On Call Gold Team Member will be the Director of Residential and Catering Services or their deputy.
- 3.4** First responders will be very busy as an incident breaks, but should try to remember six key things:
- The first priority is ensuring the safety of everyone in or near the affected location. Everything else, including the security of premises, comes second.
 - Quick and accurate communications are essential, but may be hindered, eg, by power cuts. Call for help early from Silver Team Comms colleagues and send out the EMC location as quickly as possible.
 - In the event of multiple fatalities and injury, the police will set up a Casualty Bureau. Get the number from them and pass it to the relevant Silver colleagues (usually “People”), and the On Call Gold Team Member. The Police will coordinate information on people believed to have been involved in the incident; reconcile missing persons; identify the deceased; and inform the next of kin.

- Although it may be difficult to remember in the heat of the moment, try to nominate someone to record all main actions and decisions. This could be very important to protect yourselves and others afterwards.
- If it looks like the incident will last for some time, think early on about setting up a rota of colleagues to help. Don't burden one or a few people with the whole job.
- It may not be immediately apparent that the incident may become a major one. Keep an eye on the impact as invoking the MIIRP may be a decision that needs to be made further down the line.

4. First responder: actions following invocation of the plan

4.1 Once the decision has been made to activate the Major Incident Initial Response Plan the first responder should:

- Contact any other personnel, eg, additional members of Gold and Silver, as directed by the On Call Gold Team Member.
- If not already done, identify a suitable location for an Emergency Management Centre (EMC) if needed, arrange for its establishment and notify the Silver Teams and other relevant personnel.
- Ensure the EMC has a power supply, whether through usual utilities or through a back up generator, for charging mobile phones, laptops etc and that connection to the internet is available.
- Hand over incident management to the relevant Silver Team members as required by the situation.

4.2 For an incident in an LSE student residence: the Residence Duty Manager will alert the Residences Management Team (the Accommodation Officer, the Service Managers and the Warden of the residence affected) and any other personnel as the Director of Residential and Catering Services directs.

5. The On Call Gold Team Member: invoking the plan

- 5.1** For incidents on campus, the On Call Gold Team Member will be first available Gold Team member able to respond.
- 5.2** For incidents affecting the residences, the On Call Gold Team Member will be the Director of Residential and Catering Services, or their deputy.
- 5.3** The On Call Gold Team Member's role will be to:
- Assess the situation and make or authorise any initial decisions/strategies/ budgetary or financial arrangements.
 - Confirm invocation of the MIIRP, or decide whether another course of action should be employed.
 - Decide whether one Gold Team member can handle the incident, and if so whom, or whether other members should be called upon, and where they should work from, eg, the EMC, remotely etc.
 - If necessary, and not already in place, nominate a Silver Team Leader to lead on the incident management. More than one Silver Team Leader may be needed to manage different aspects of the incident and the MIIRP aims to give this flexibility by providing for three Silver streams. For a list of possible Silver Team Leaders please see section 7.3.
 - Ask the first responder to contact the relevant Silver Team members if they have not already been called in.
 - Contact Silver Communications to authorise any announcements.

6. The Gold Team (strategic) and membership

6.1 Purpose

Gold's main concern is to assess how the incident affects the School and what strategic decisions need to be made. They will provide a strategic response for Silver to work to, and if needed, provide authorisation for a course of action or any budgetary requirements. They will also work closely with the Silver Communications team and keep the Director and other key senior people, such as Council members, updated.

NB: The EO to the Provost or to the Secretary will provide administrative assistance during an incident if needed. The Business Continuity Manager and Acting Director of Business Continuity may also be called upon to assist.

6.2 Gold Chair

In practice one Gold member may be sufficient to handle the incident. Should the team be assembled however, the Provost or most appropriate Pro Director will chair it.

6.3 The kinds of issues Gold may need to consider are:

- That the safety of those around the affected area is treated as a first priority.
- Whether the campus should close.
- Whether teaching, examinations, presentations, ceremonies and other major School events should be cancelled, deferred or relocated.
- Overseeing communications to staff, students, media and public.
- Protecting the School's reputation during the incident.
- The School's position in respect of any liability relating to the incident.
- Whether someone needs to attend gold level command meetings with the Emergency Services.
- As the incident progresses, whether Gold is still needed.
- How they will ensure regular communications with Silver.
- Making sure all their actions and decisions are documented.

The Gold Team Membership

Gold Team Member	Role	Deputy
Provost	Chair	Most appropriate Pro Director available
School Secretary	Advisory	Deputy Secretary and Director of Business Continuity
Director of Academic Services/COO	Advisory	Academic Registrar
CFO/PD (P&R)	Advisory	Director of Finance
Director of Estates	Advisory	Director of Facilities Management
Director of Residential and Catering Services	FOR INCIDENTS AFFECTING RESIDENCES	Director of Facilities Management

7. The Silver Team (tactical) and membership

7.1 The Silver Team is responsible for managing the incident, bearing in mind the Gold Team's strategic guidelines and the requirements of the Emergency Services. They will plan and direct the necessary actions to restore the School's operations as soon as possible.

7.2 The Silver Team can be mobilised into three streams or sub teams if necessary: People, Buildings and Infrastructure and Communications, to deal with different aspects of the incident. Each is led by a senior member of the School's management.

7.3 Silver Team Leaders can be agreed by the On Call Gold Team Member, and depending on the nature of the incident, more than one may be needed to manage different aspects of the emergency. Silver Team Leader/s can be chosen from the following (or their deputies in their absence):

Silver Team Leader

- Head of Security
- Director of Communications and Public Affairs
- Director of Facilities Management
- Director of Residential and Catering Services
- Director of Human Resources
- Another suitable person at equivalent level as appropriate

Deputy

- Security Operations Manager
- Head of Press and Information
- Head of Maintenance
- Director of Facilities Management
- HR Operations Manager or Senior HR Partner

7.4 The first responder has the authority to determine any initial actions and to recommend the location of an EMC or muster point (depending on the circumstances, fixed points may place people in harm's way and safety is the first priority in any incident) and communicate with the relevant people accordingly. If no initial information has been received, Silver Team members may wish to contact Security on ext 666 or 0207 955 6200 in the first instance for advice on the incident.

7.5 There are six key considerations for all the Silver Teams:

- Making sure there are rotas and deputising lines so that team members can take breaks

- Inevitably there will be some overlap between the sub teams and because of this it is important that they communicate with each other. Regular communication with Gold is also vital.
- To ensure decisions are clearly communicated and actions quickly undertaken.
- Keeping a School wide view rather than focussing just on their own areas.
- When can the School move from incident management to business recovery.
- How actions and decisions are being recorded.

7.6 BUILDINGS AND INFRASTRUCTURE

This team includes Security and IT, and will usually be led by the Director of Facilities Management, their deputy or nominee. It will be responsible for assessing the effects of the incident on the estate, making it safe and secure, and undertaking remedial works. They will need to work closely with others eg, People team, and Security, for instance when organising evacuations and locking down buildings. Key issues for them are:

- Has everyone in the affected areas been accounted for?
- Are the campus buildings and facilities safe and secure?
- How bad is the damage and how long will any buildings be closed?
- Do staff on the ground, eg, Security and maintenance crews, require additional support?
- Who has useful specialist, technical or local knowledge and have they been contacted
- What information do the emergency services need about the estate and where are the police cordons?
- The speedy restoration of power, internet and phones.
- What damage is there to IT systems, facilities and networks and how long before they are restored?
- What liaison is required with the other Silver members? Can they offer additional support and assistance?

7.7 PEOPLE

This team will usually be led by the Director of Human Resources, their deputy or nominee, and will look after the welfare and comfort of the people affected by the incident, particularly those still on site. In the case of Residences they will liaise with the Director of Residential and Catering Services or their nominee. This might include temporary accommodation, transport, food and water. They can call on the School's counselling service and the Pastoral Care Team to help them.

- 7.8** They will also liaise with the Police Casualty Bureau on casualties and fatalities (as only the Police may give out this kind of information to relatives) and arrange any on site facilities for the emergency services, such as triage or casualty reception areas.

7.9 The key things for them are:

- Has contact with the Emergency Services and the Police Casualty Bureau been established?
- Who are the casualties, how are they being cared for and where have they been taken?
 - If it is needed have Silver Communications activated the call centre?
 - Use staff and student records to assist other Silver members with obtaining essential contact details.
 - Remember that most of our students are from overseas, many with family in different time zones to the UK.
 - Keep in touch with Silver Communications to pass on information about any arrangements they have made.
 - After the incident, if there are any fatalities manage the return of any personal effects to relatives. Staff and students who have been affected by a loss should be offered support, and may wish to hold a vigil or some kind of commemoration.

7.10 COMMUNICATIONS

This team will usually be led by the Director of Communications and Public Affairs, their deputy or nominee. Their job is to manage all communications about the incident, passing on information to those affected, dealing with media and public interest and if necessary arranging government and media briefings. Primary ways of communicating will be through all-School emails, the website and social media. The team has a comprehensive Emergency Communications Plan to guide them.

7.11 In the first stages of an incident Comms will have to react quickly to get information to those affected. However, any announcements thereafter should be approved by Gold before being issued.

7.12 The usual spokesperson for the School will be the Director. If they are unavailable the Director of Communications and Public Affairs or another person nominated by Gold will fulfil this role.

7.13 Key issues for this team are:

- Is there internet access? This will largely determine where the team will work from.
- Activate the off-site call centre (operated by Kenyon International) if necessary and nominate someone to deal with them.
- Keep in touch with all the other Silver members as they may have information needed for announcements.
- Establish a media reception area if needed and monitor media and other relevant websites.
- Co-ordinate with other Silver members to ensure that the Gold Team is regularly updated.

The Silver Team Membership

SILVER TEAM MEMBERS

Contact details for members of the Silver Teams are located on public folders and are updated at regular intervals by the Business Continuity Manager. All members of the Silver Teams are responsible for notifying any changes to their contact details and ensuring they have access to these details at all times.

Depending on the nature of the incident some members may be assigned to different teams or their expertise may not be relevant to the incident, in which case they may not be called upon. Some Silver Team members may also be co-opted onto the Gold Team depending on the circumstances. The list below is not exhaustive and others not mentioned here may be called upon to join the Silver Teams.

Silver Team Member	People	Buildings and Infrastructure	Communications
Director of Library Services	✓	✓	✓
Director of Residential and Catering Services (for major incidents in the LSE residences, the Director will act as the On Call Gold Team Member in the first instance)	✓		
Head of Catering Services		✓	
Director of HR	✓		
Head of HR Operations	✓		
Senior HR Partner	✓		
Head of Payroll	✓		
Head of Student Wellbeing (for student counselling and disabilities issues)	✓		
General Secretary, LSE Students' Union	✓		
Head of Admissions	✓		
Head of Student Services Centre	✓		
Director of Student Recruitment and Admissions	✓	✓	

Silver Team Member	People	Buildings and Infrastructure	Communications
Director of Communications and Public Affairs			✓
Head of Press and Information			✓
Communications Manager (IMT)			✓
Social Media			✓
Communications EO			✓
Head of Internal Communications			✓
Director of Government Relations			✓
Director of Facilities Management		✓	
Head of Maintenance		✓	
Head of Security		✓	
Security Operations Manager		✓	
Director of Information Management and Technology		✓	
Head of Infrastructure (IMT)		✓	
Head of Customer Services (IMT)		✓	
Information Security Manager (IMT)		✓	
Head of Applications (IMT)		✓	
Head of Health and Safety (may also act as a Bronze Team member)	✓	✓	
Health and Safety Advisor (may also act as a Bronze Team member)	✓	✓	
Timetables Manager	✓	✓	
Head of Conferences and Events	✓	✓	
Academic Registrar	✓		

8. The Bronze Team (implementation)

- 8.1** The bronze team refers to anyone called upon by silver to help and assist an incident. They may also be called upon to manage the impact of the incident on their own usual areas of operational responsibility. Where appropriate they might decide to activate their local business continuity plans to achieve this.

9. Additional information

What happens if the incident requires evacuation of the site?

9.1 If the Emergency Services give the instruction at an early stage to evacuate buildings because they fall within a police cordon, or because of the nature of the incident, the Security Duty Officer or Residences Duty Manager will:

9.1.1	Establish with the Emergency Services to which of the School's pre-designated emergency assembly points evacuated staff, students and visitors should be directed.	
9.1.2	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.	

9.2 The Security Staff and Fire Wardens for each evacuated building will:

9.2.1	Proceed to the buildings and escort staff and students to the designated emergency assembly points.	
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9.3 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.

9.4 What happens after an evacuation of the site?

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	
<ul style="list-style-type: none"> • 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 Street 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	
<ul style="list-style-type: none"> • 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 happens if the incident requires invacuation of the site?

9.5 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 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:

9.5.1	Instruct the occupants of buildings using loudhailers of the restrictions imposed by the Emergency Services and await further instructions.	
9.5.2	Instruct those outside to go into the nearest safe building and await further instructions.	

Directed dispersal

Under certain circumstances staff and students may be instructed to undertake a “directed dispersal” evacuation. This will occur in instances when it is not safe for a general evacuation. People will be directed to leave the campus in a particular direction once that area has been, as far as is reasonably possible and based on emergency services information, deemed safe. There are no muster points in a directed dispersal – the intention is to provide a direction of escape through which evacuees can disperse and leave the area. Evacuees should move in the direction of the directed dispersal using a variety of routes, they should avoid congregating in large groups or in crowded places. The directions are:

- towards Charing Cross Station
- towards the Southbank Centre
- towards St Paul’s Cathedral
- towards Euston Station.

Emergency external lines for use by students and staff

9.6 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. A pass code is required to active these numbers and will be made available in the event of an incident. The details of these lines, including their locations, can be found in the manuals located in the storerooms of the EMCs in the Towers and Rosebery Avenue. In addition the following people hold this information:

Position	Contact Numbers
Telecoms Operations Manager	020 7955 7463
School Secretary	020 7849 4959
Business Continuity Manager	020 7107 5415
Head of Student Services Centre	020 7955 7457
Senior Assistant to Head of SSC	020 7955 7849
Head of TQARO	020 7955 6114
Director of LSE Careers	020 7955 6964
Security Reception	020 7955 7111

The role of the Emergency Services

9.7 Overview

Civil Contingencies Act Responsibilities

Part 1 of the Act and supporting Regulations and statutory guidance “Emergency preparedness” establish 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 2 categories, imposing a different set of duties on each.

Category 1 responders are organisations at the core of the response to most emergencies (the 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
- 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.

9.8 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.

9.9 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 CHALET**):

Survey – safely survey the scene on approach, consider their safety and avoid involvement in rescue work where possible.

Assess – assess the situation on arrival, consider the possibility of a CBRN incident, gather accurate and concise information.

Disseminate – disseminate the information below, maintain contact with their control room and declare a major incident.

Casualties – assess approximate numbers of dead and injured, number of survivors and witnesses.

Hazards – identify existing hazards and consider potential secondary devices and hazards.

Access – identify best access and egress routes for emergency vehicles. Update with best access and egress route, Clarify which routes are blocked.

Locate – confirm the exact location of the incident, give the nearest junction or address.

Emergency and evacuation – list the Emergency Services present and required. Consider if evacuation is necessary and safe.

Type – qualify the type of incident and its size. Include the number of vehicles or buildings involved.

Start a log and safety – consider commencing an incident log. Conduct and review dynamic risk assessments of working at or near 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 fulfil the functions listed above.

9.10 Role of the London Fire Brigade (LFB)

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.

Since the initial call to an incident may not carry sufficient information to identify the call as a major incident, the Incident Commander of the first attendance will assess the situation and report. This message will include the phrase, "INITIATE MAJOR INCIDENT PROCEDURE".

The Incident Commander of the first attendance will take all necessary measures to:

- Assess the effectiveness of fire fighting or other measures carried out before their arrival;
- Identify the risks associated with the location, including those details on the Brigade's Operational Risks database (accessed through the appliances Mobile Data Terminal MDT);
- Form a plan of action to deal with the developing situation;
- Decide on appropriate additional resources;
- Take operational command of LFB resources and issue instructions to effect the plan of action;
- Evaluate the situation and any potential for development, preparing to brief a more senior officer on the incident, the Police and Ambulance Service officers attending;
- Liaise with other emergency service incident officers at the earliest opportunity;
- Provide a safety briefing.
- Coordinate a joint hazard assessment between responding agencies and agree appropriate levels of personal protective equipment (PPE) within the inner cordon.

9.11 Role of the London Ambulance Service (LAS)

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 (HEPAs), and in the event of a chemical, biological, radiological or nuclear incident, advise on the convening of the Scientific and Technical Advice Cell (STAC), which will be able to advise and lead as far as health advice is concerned.

The first member of ambulance staff will undertake the function of the Ambulance Incident Commander (AIC) prior to the arrival of a LAS officer. The second ambulance crew will also initiate control and command, parking systems and a triage sieve.

The following procedures should be adopted:

- 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, use “METHANE”.
- Request ambulance/medical resources required pending the arrival of the AIC.

- M** – Major Incident declared (or hospitals to standby)
- E** – Exact location of the incident, with map references if possible.
- T** – The type of incident with brief details of types and numbers of vehicles, trains, buildings, aircraft etc.
- H** – Hazards present and potential
- A** – Access routes and suitable provisional rendezvous points (RVP's)
- N** – Approximate numbers of priority 1,2 and 3 patients, dead and injured
- E** – Emergency Services present and required including local authorities. Consider need for Medical Emergency Response Incident Team (MERIT), special equipment and services ie, London Air Ambulance “LAA (HEMS)”, Emergency Planning Advisor, BASICS, ECV, ESV, HART etc.

Vehicles that have been designated a management function by the first crew or the initial AIC must not get personally involved in rescue work.

The attendant of the first vehicle attendance should act as AIC until relieved by the nominated senior ambulance officer.

9.12 The role of the Scientific and Technical Advice Cell (STAC)

- The STAC is a strategic group chaired by the NHS, composed of representatives from a range of organisations and specialties 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.
- STAC is activated through Health Protection Agency (HPA) via London Ambulance Service (LAS) Control.

The Medical Advisor (MA)

- This role is undertaken by a senior clinician with appropriate experience and training. The MA is usually taken to the scene by an Ambulance Service vehicle, but is not part of the MERIT and should not get personally involved in rescue work.
- The MA has managerial responsibility for the deployment of medical and nursing staff at the scene and will liaise closely with the AIO to ensure effective management of resources.
- Mobilisation of MAs is the sole responsibility of the Ambulance Service. The LAS maintains an Incident Medical Advisor Pool and will invariably deploy doctors from this group when the need for an MA and support becomes apparent.

- All receiving hospitals have plans for their individual response to major incidents. Each plan provides for the designation of an MA. The LAS will mobilise MAs from non receiving hospitals if pool doctors are unavailable, eg, in cases of multiple major incidents.

9.13 Note on the Role of the Local Authorities

Westminster City Council and Camden Borough Councils have 7 duties under the Civil Contingencies Act 2004:

- To operate with other local responders to enhance coordination and efficiency:
- Ensure information is shared with other local responders to enhance coordination.
- Carry out risk assessments.
- Have emergency plans in place.
- Have business continuity management arrangements in place.
- Have arrangements in place to be able to warn and inform the public in the event of an Emergency.
- Provide advice and assistance to businesses and voluntary organisations regarding business continuity management.
- Local Authorities can be contacted 24/7 to initiate a response capability.

Sources

Para 9.7: Government guidance on preparing and planning for emergencies: www.gov.uk/preparation-and-planning-for-emergencies-responsibilities-of-responder-agencies-and-others

Paras 9.8-9.13: London Emergency Services Liaison Panel* Emergency Procedure Manual, 8th edition, City of Westminster Contingency Plan for Major Emergencies, 2012. An electronic version of the manual is available at www.leslp.gov.uk

***Note:**

LESLP comprises:

Metropolitan Police Service

Specialist Crime and Operations, (SC&O22), Emergency Preparedness, 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 & Emergency Planning Authority

Operational Planning and Resilience, LFB Headquarters, 169 Union Street, London SE1 0LL

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

London Councils

59 1/2 Southwark Street, London SE1 0AL

An electronic version of the manual is available at www.leslp.gov.uk

Emergency external contacts

Support Type	Supplier	Contact Numbers	Additional information
School's Insurers	Aon	020 7173 7797	www.aonprotectassistance.com
Local Authorities	<p>City of Westminster The Contingency Planning Team Westminster City Hall 64 Victoria Street London SW1E 6QP</p> <p>Mike Wilkins Contingency Planning Manager</p> <p>London Borough of Camden Melissa Brackley Head of Emergency Management c/o Bidborough House Mabledon Place London WC1H 9BF</p> <p>City of London Corporation Nestor Alfonzo Santamaria City of London Contingency Planning Group</p>	<p>24hr contact numbers 020 7641 6000 020 7641 8000 (Minicom) Office Hours</p> <p>020 7641 7066</p> <p>Office hours 020 7974 5643, Out of office hours 020 7974 4444</p> <p>020 7332 3914</p>	<p>m.wilkins@westminster.gov.uk</p> <p>(Staff are located at The Medburn Centre, 136 Chalton Street, NW1.) emergency.planning@camden.gov.uk</p> <p>contingency.planning@cityoflondon.gov.uk</p>
Emergency Services	Police, fire brigade and ambulance service	999	

Police	Emergencies Police Anti-Terrorist Hotline Local non emergency	999 0800 789 321 101	
UK Resilience – Cabinet Office	Cabinet Office, 22 Whitehall, London SW1A 2WH	020 7276 1234	www.cabinetoffice.gov.uk/ukresilience.aspx
Electricity Supplier	UK Power Network Emergencies	0800 0280 247 01243 500247	
Gas Supplier	National Grid	0800 111 999	
Water Supplier	Thames Water (waste water services and water supply)	0845 920 0800	
Flooding	Environment Agency Flood line	0845 988 1188	
Anti terrorism Hotline		0800 789 321	
Foreign Office – National Security Emergency Number		0207 008 1500 (24hrs)	King Charles Street, SW1A 2AH (office open 9am – 5pm)
NHS Direct		111 (24hrs)	
Security Services Advice	MI5 Enquiries Desk PO Box 3255 London SW1P 1AE	0800 111 4645 020 7930 9000	To report a suspected threat
Contacts in the event of transport incidents	National Rail Network Rail Kings Place 90 York Way London N1 1AG	08457 48 49 50 (24hrs) 08457 11 41 41 HQ switchboard 020 3356 9595	Fax 020 3356 9245

Major Neighbouring Organisations

Royal Courts of Justice Strand London WC2A 2LL	Stephen Burrows Security and Enforcement Manager	020 7947 6836	Steve.Burrows@hmcs.gsi.gov.uk
The Waldorf Hilton Aldwych London WC2B 4DD	David Paine Security Manager	020 7836 2400	
Bush House, The Strand, London, WC2B 4PH	Simon O'Neil Site Facility Manager, JLL Emergency 24hr security desk:	0207 836 9434 0207 240 3917	
61 Aldwych/ 14 Kingsway London WC2	Matthew Jones Building Manager for CBRE	Mobile 07834 513 540	
61 Aldwych/ 14 Kingsway London WC2	Andrew Milligan Security Manager Securitas	Mobile 07771 805 552 Tel: 020 7618 4285	
Northbank Business Improvement Development (Trafalgar Square, Strand, Aldwych) West Wing, Somerset house	Catherine Fleming Operations Director	Mobile 07889544167 Tel: 020 3697 9277	info@thenorthbank.org

Australian High Commission Australia House Strand, London, WC2B 4LA	Fred Lewis Facilities Manager	Tel: 020 7887 5631 Fax: 020 7465 8210	fred.lewis@dfat.gov.au
Kings College Strand Site Strand London, WC2R 2LS	Rosario Viscardi Security Manager	020 7848 1024	Rosario.viscardi@kcl.ac.uk
Somerset House Strand London WC2R 1LA	Rob McIntosh: Security Integration manager	0207 420 9418	rob.mcintosh@somersethouse.org.uk
One Aldwych, London WC2B 4RH		020 7300 1000	
80 Strand (formerly Shell Mex House) London	Paula Bone Building Manager	020 7010 5391	Paula.Bone@80strand.com
The Law Society 113 Chancery Lane London WC2A 1PL	Richard Spencer Head of Security	020 7242 1222	Richard.Spencer@lawsociety.org.uk
British American Tobacco p.l.c Globe House 4 Temple Place London WC2R 2PG	Richard Steel Security Manager	020 7845 1000	richard_steel@bat.com

Outer Temple Outer Temple Chambers 222 Strand London WC2R 1BA	Arthur Chikara Office Manager	020 7353 6381	arthur.chikara@ outertemple.com
Royal College of Surgeons 35-43 Lincolns Inn Fields London WC2A 3PE		020 7405 3474 (main switchboard) 0797 061 2319 (Night Porter/Out of Hours contact number)	

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