



University Emergency Management Plan

This plan has been designed to be consistent with the format of the Emergency Action Plans held by the departments and buildings of the University. This will enable it to complement and support the application of those plans in response to any emergency.

CONTENTS

1. Purpose
2. Statutory Responsibilities
3. Incident Management
4. Local Responsibility and Reporting Procedures
5. Resilience during longer-term emergencies
6. Return to normality phase

Appendices

- A. Role and make up of Gold Team
- B. Role and make up of Silver Team
- C. Role profiles of Silver Team members

1. Purpose

- 1.1 The purpose of this plan is to outline policies and procedures that are designed to protect the University's interests by allowing a controlled response to an emergency, which has the potential to:-
- present a risk to students, employees, residents, visitors or members of the local community;
 - create an environmental hazard;
 - disrupt academic business continuity and integrity;
 - result in enforcement action or litigation;
 - damage the reputation of the University.
- 1.2 Also to ensure the earliest possible resumption of the core activities of the University.

2. Statutory Responsibilities

- 2.1 The University has a duty of care to its staff and students and to those visiting its premises.
- 2.2 Some specific duties are set out in statute, examples being;
- Sections 2 and 3 of the Health and Safety at Work Act 1974
<http://www.hse.gov.uk/legislation/hswa.htm>
 - The Regulatory Reform (Fire Safety) Order 2005
<http://www.legislation.gov.uk/uksi/2005/1541/contents/made>
 - The Corporate Manslaughter and Corporate Homicide Act 2007
<http://www.legislation.gov.uk/ukpga/2007/19/contents>
- 2.3 Additionally, the University could be subject to action through the civil courts if it was found to have been negligent in its emergency planning arrangements or duty of care. Failure to put in place and implement appropriate risk management and continuity management may also compromise the University's insurance cover.

3. Incident Management

- 3.1 Under certain circumstances, the management of the operational phase of any emergency could remain the responsibility of the senior Police or Fire & Rescue Service Commander present.
- 3.2 There is an agreed national framework for managing the local multi agency response to, and recovery from, emergencies. Three management tiers equate to strategic (GOLD), tactical (SILVER) and operational (BRONZE) levels of response.
- 3.3 This framework is also used in this plan to assist those involved in the University emergency response to communicate and understand the function and authority of the emergency services and other external agencies dealing with the event.
- 3.4 The University Gold Team will have overall responsibility for setting the strategy for responding to the emergency. The aim will be to mitigate the impact of the event on teaching, research, other core activities and on public relations. (The role and composition of the Gold Team is contained in Appendix A.) In practice, the Chair of Silver (who sits on the Gold Team) will initiate actions and inform the Gold Team who will advise on strategy as appropriate.

3.5 The University Silver Team will have responsibility for management of the incident to achieve the strategy set by the Gold Team. It will appoint various University officers to coordinate and implement operational measures in line with the tactical plan. They will be designated as Bronze officers. (Appendix B details the role and composition of the Silver Team. Appendix C details the role profiles for the members of the Silver Team.)

4. Local responsibility, escalation to University level and coordination of the response

4.1 Each Head of Department is responsible for securing and maintaining a safe working environment for students, staff and others who are present in premises under their direct control.

4.2 This responsibility includes the need to have in place an up to date and clearly understood Emergency Action Plan (EAP) and to report such events to the University Security Control Centre (USCC).

4.3 The SCC will normally be the point of contact for emergencies, especially outside office hours and the Duty Officer will be responsible for assessing all relevant information to determine the required level of response in accordance with pre-determined guidance.

4.4 If the incident is judged to be an emergency, the USCC Duty Officer will notify the manager responsible for the implementation of the local EAP response for any affected department or building and, if appropriate, via the USCC Management, the Chair of the University Silver Team or their deputy.

4.5 The Chair of Silver will then decide whether or not to activate the University Emergency Management Plan and whether or not to assemble the Silver Team either virtually or in the designated Incident Management Room (IMR).

5. Resilience during longer-term emergencies

5.1 Members of the Silver Team will need to have identified deputies to share their role in managing emergencies that run over a protracted period.

5.2 Silver will also have responsibility for ensuring the resilience and general welfare of Bronze officers and other staff working on the incident.

6 Return to normality phase

6.1 Even after the immediate crisis has passed, the Silver Team will continue to oversee the University response to the incident, ensuring the quickest and fullest possible recovery of core business functions until a full return to normality has been achieved or until there can be a mutually agreed hand back to the affected Department, School or Division, for them to manage the return to normality under their local EAP.

6.2 Depending upon the severity of the impact of the emergency, this may require a return to a 'new normality', rather than what was normal before the incident.

Role of University Gold Team

- Setting the strategy to respond to the incident and ensure the earliest possible resumption of core activities
- Reputation management
- Corporate priorities
- Financial control and major resource allocation
- Acting as spokespersons (or authorising a spokesperson), if requested by the Head of Communications
- **NOT** getting involved in the tactical response – that is the role of Silver

Membership of Gold Team

- Vice-Chancellor
- Head of the Vice-Chancellor's Office
- Senior Pro-Vice-Chancellor
- Head of External Affairs
- Registry (representing the Silver Team)

Depending on the nature of the emergency the Gold Team could be expanded to include:

- Another Pro-Vice-Chancellor
- Head of School or Division
- Chair of the Colleges Committee

N.B. Depending on the nature of the incident, the Gold Team may never have to meet as a body. Instead they may maintain contact with each other and the chair of the Silver Team by email or telephone. If the Vice-Chancellor is non-contactable, his deputy will be the Senior Pro-Vice-Chancellor.

Role of the University Silver Team

- Achievement of the strategic objectives set by Gold and ensuring the earliest possible resumption of core activities
- Ongoing assessment of the scale, duration and impact of the incident
- Establishing priorities, using a dynamic risk assessment
- Allocation of resources
- Management of the bronze teams (according to usual jurisdictions)
- Internal and external communications, including media handling
- Liaison with external agencies e.g. Health and Safety Executive, Emergency Services
- Alerting legal advisors and insurers
- Managing the return to normality or handover to the affected Department, Division or School to manage the return to normality through their own EAP processes.

Membership of Silver Team

(Depending on the nature of the emergency, in some cases a sub-set of the Silver Team may be convened rather than all members.)

- Registry (Chair of the Silver Team, Gold liaison)
- Head of Registry's Office (or Deputy) – Deputy Chair
- Head of Communications (or Deputy) – Communications Advisor
- The Director of Estate Management (or Deputy) - Estates Advisor
- The Director of Human Resources (or Deputy) – HR Advisor
- The Director of Health and Safety Services (or Deputy) – Health and Safety Advisor
- The University Security Advisor (or Deputy) – Security Advisor
- Academic Secretary (or Deputy) – Academic Division Advisor
- Director of UIS (or Deputy) – IT Advisor
- Director of Finance (or Deputy) – Finance Advisor
- Deputy Head of Legal Services (or Joint Head) – Legal Advisor
- Audit and Regulatory Compliance Officer - Support Officer
- PA to the Head of the Registry's Office (or Deputy) – Record keeper and administrative support

Again, depending on the nature of the emergency the Silver Team could be expanded to include:

- Senior representative of any School or Department affected by the emergency, to liaise between the local and the University Silver Team
- A representative of the Colleges (Chair of Colleges' Committee, Chair of the Bursars' Committee or Secretary of the Senior Tutors' Committee)

Each member of Silver will progress actions at the direction of Silver through their usual teams working in their usual offices, or designated fall-back location, if they have been required to relocate as a result of the emergency.

Location of the Silver Team

Unless the Chair of the Silver Team determines otherwise, the Silver Team will be based at the Incident Management Room (IMR) while managing the incident.

University Silver Team Role Descriptions

1. Chair of the Silver Team
2. Communications Advisor to Silver
3. Estates Management Advisor to Silver
4. Human Resources Advisor to Silver
5. Health and Safety Advisor to Silver
6. Security Advisor to Silver
7. Academic Division Advisor to Silver
8. IT Advisor to Silver
9. Finance Advisor to Silver
10. Legal Advisor to Silver
11. Support Officer to the Silver Team
12. Secretary to the Silver Team

Title:	Chair of the University Silver Team
Post holder:	Registry
Deputy:	1) Head of Registry's Office 2) Head of Student Operations
Role Purpose	Manage and coordinate the tactical response to the incident in line with the strategy set by Gold. Ensure the earliest possible resumption of core activities of the university.

Main Responsibilities

- Assess the early information and, if appropriate, formally identify the incident as an emergency, brief Gold, mobilise the Silver Team and move to the Incident Management Room
- Direct Fast Time Actions, as appropriate [Hyperlink\Fast Time Actions \(University\).docx](#)
- Chair the Silver Team meetings and ensure the membership of the team is appropriate for the incident
- Review the available information and intelligence and assess the impact on the University through the dynamic risk assessment process [Hyperlink\Dynamic Risk Register.docx](#)
- Focus the discussion within relevant parameters and ensure accurate assessment of opinion
- Develop tactics and allocate actions to deal with the incident, the recovery operation and continuity of core activity
- Ensure that effective lines of communication are in place both internally and externally
- Ensure that a media strategy is produced. (Where appropriate, ensure it is co-ordinated with the Emergency Services media strategy)
- Identify access to emergency expenditure if required
- Ensure audit trails are in place and set the agenda for future meetings [Hyperlink\Agenda - Silver meetings \(University\).docx](#)
- Report to Gold on significant developments with the incident and on progress in implementing Gold's strategy at an agreed frequency
- Keep legal advisors, insurers and loss adjusters updated
- Manage the return to normality or handover to the affected Department, Division or School to manage the return to normality through their local EAP processes
- Where necessary, ensure liaison with local authorities (through the Silver Support Officer) during the recovery phase
- If and when appropriate, during the post-incident recovery phase, stand down the Silver Team and monitor the longer-term return to normality through a virtual Silver Team with less frequent updates to Gold
- Ensure (through the Silver Support Officer) that a de-brief takes place and that lessons learnt during the incident are captured in revised process and procedures.

Title: **Communications Advisor to Silver**

Post holder: Head of Communications

Deputy: Communications Officer – University and Colleges

Role Purpose Develop and implement an internal and external communications plan to support the work of Silver and achieve the strategy set by Gold.

Main Responsibilities

- Liaise with the emergency services, the Chair and other members of the Silver Team to ascertain what information will be passed to the media.
- Apprise Silver of media attitudes, lines revelations etc.
- Arrange for the appointment of senior University spokesperson for interviews/ press conferences with the media
- Advise Silver on the presentation of press releases and press conferences and the method of dealing with media enquiries
- Set up a media and press briefing centre (if required) not in the proximity of the IMR

Title:	Estates Management Advisor to Silver
Post holder:	Director of Estates Management
Deputy:	Head of Maintenance, Estates Management
Role Purpose	<p>Ensure the Estate is immediately made safe and returned to operational status as fast and cost-effectively as possible.</p> <p>Provide timely support to other University departments requiring the assistance of the Estates Management skills and resources.</p>

Main Responsibilities

- Assess damage to the physical Estate and use best endeavours to ensure that it is immediately made safe so as not to be a risk to third parties or adjacent properties
- Liaise with all utilities providers to immediately ensure safe terminations (where necessary) and that services remain connected and operational to parts of the physical Estate that are in safe operational condition
- Utilise support from approved contractors which can provide immediate assistance in the event of an emergency and which have appropriate public liability insurance
- Manage the process of returning the physical Estate to full service for the benefit of staff and students
- Arrange the provision of alternative accommodation for Departments who cannot access their own buildings
- Provide relevant reports for consideration by Chair of Silver Team

Title:	Human Resources Advisor to Silver
Post holder:	Director of Human Resources
Deputy:	Human Resources Business Manager
Role Purpose	<p>Advise Silver on all Human Resources implications of the emergency.</p> <p>Identify staff with appropriate skills in sufficient numbers to help respond to the emergency.</p> <p>Ensure provision of health and welfare services to staff and students affected by the incident or responding to it.</p>

Main Responsibilities

- Arrange for support to staff and students from the University Counselling Service, Occupational Health Service or Chaplaincy Service, where needed
- Advise on staff terms and conditions and Human Relations law
- Access employee records
- Manage industrial relations, including briefing trades unions, where appropriate
- Development and publication of training packages for staff
- Facilitating contacts with friends and families of staff affected by an emergency
- Advise on disciplinary issues
- Access additional staff and staff with specialist skills

Title:	Health and Safety Advisor to Silver
Post holder:	Director of Health and Safety
Deputy:	Deputy Director of Health and Safety
Role Purpose	Ensure that there is effective liaison and communication on health and safety issues relating to the incident and that the response minimises the risk of further exposure to staff, students, contractors, members of the public and members of the Emergency Services.

Main Responsibilities

- Liaise as required with other emergency services personnel and specialist advisors of the University; Fire Safety Unit, Radiation Protection Officer, Chemical Safety Officer and Biological Safety Officer.
- Liaise as required with any relevant departmental safety officer, administrator and Head of Department.
- Co-ordinate the University's response to Health and Safety Executive (HSE).
- Accompany the HSE Inspectorate on any incident investigation they may wish to undertake.
- Co-ordinate any University incident investigation and report as required.
- Post incident; advise on the appropriate method of cleaning and decontamination.

Title:	Security Advisor to Silver
Post holder:	University Security Advisor
Deputy:	Deputy University Security Advisor
Role Purpose:	Co-ordinate all aspects of the security response to the incident. Ensure there is effective liaison with the Emergency Services representatives.

Main Responsibilities

- Ensure that the initial University Emergency Management Plan (EMP) procedures have been implemented by the duty Security staff
- Ensure the most appropriate security measures are in place to help protect the University's staff, students and visitors, buildings and property
- Ensure the relevant University EMP and local EAP documentation is made available to the Silver Team
- Appoint a senior member of the Security Staff to take control of the University's security arrangements at the scene (Bronze, Security)
- Attend the Silver Team meetings as required to provide timely and accurate information on the extent of the incident to the Chair and other members of the Silver Team
- Provide appropriate advice on all security matters to the chair and other members of the Silver Team
- Ensure appropriate liaison with the emergency services at the scene of the incident and elsewhere, including managing a controlled handover of responsibility to the University from any emergency services that have been managing an incident

Title: **Academic Division Advisor to Silver**

Post holder: Academic Secretary

Deputy: Head of Education Section

Role Purpose: Advise Silver in relation to the University activities for which the Academic Division is administratively responsible and, in particular, student and teaching related activities.

Main Responsibilities

- Advise the Chair of the Silver Team on the likely impact of any emergency on the academic activities of the University.
- Make available staff of the Academic Division to assist in the speedy resolution of the emergency or the mitigation of its adverse effects.
- Advise the Chair of the Silver Team on issues affecting student welfare and provide support to students affected by any emergency, liaising with Colleges and Human Resources.

Title: IT Advisor to Silver

Post holder: Director of University Information Services (UIS)

Deputy: Deputy Director (Departmental Operations) of UIS

Role Purpose Advise Silver on all IT implications of the emergency.

Main Responsibilities

- Liaise with appropriate Heads of UIS Divisions and Departmental IT sections to help assess impact and provide updates.
- Make available staff of the UIS to assist in the speedy resolution of the emergency or the mitigation of its adverse effects.
- Use of IT enablers in support of a non-IT incident.
- Steer the provision of support and advice on information management and/or data loss as necessary.
- Help set the strategy to respond to an IT incident and ensure the earliest possible resumption of core activities.

Title:	Finance Advisor to Silver
Post holder:	Director of Finance
Deputy:	Deputy Director of Finance
Role Purpose	Advise Silver on all financial implications of the emergency.

Main Responsibilities

- Advise the Chair of the Silver Team on the likely impact of any emergency on the financial position and activities of the University.
- Make available staff of the Finance Division to assist in the speedy resolution of the emergency or the mitigation of its adverse effects.
- Enable any short term cash liquidity requirements and payments.
- Manage any immediate insurance aspects.
- Regular briefings for key financial contacts / institutions.

Title: Legal Advisor to Silver

Post holder: Deputy Head of Legal Services Office

Deputy: Joint Head of Legal Services Office

Role Purpose Advise Silver on all legal implications of the emergency.

Main Responsibilities

- Advise the Chair of the Silver Team on any legal aspects of the emergency situation and its impact.
- Make available staff of the Legal Services Office (or external legal advisers, as necessary) to address any legal matters arising during or after the emergency.

Title:	Support Officer to the Silver Team
Post holder:	Audit and Regulatory Compliance Officer
Deputy:	Information Compliance Officer
Role Purpose	Co-ordinate the administrative support to the Silver Team in response to an emergency

Main Responsibilities

- Ensure that all relevant documentation is available either electronically or in hard copy
- Source appropriate guidance as necessary
- Maintain a dynamic risk register for the [Hyperlink\Dynamic Risk Register.docx](#)
- Draft papers, statements and reports under the guidance of the Silver Team during the event
- Ensure that equipment and stationery are available and / or delivered in a timely fashion to the Incident Management Room (IMR)
- Address the communication needs of the Silver Team (telephones, fax, e-mail etc.)
- Ensure that all of the 'house-keeping' needs of the Silver Team are met
- On behalf of Silver, liaise with relevant internal and external bodies
- Keep an accurate record of all expenditure incurred during the incident
- Arrange a de-brief of the incident and the University response to it and draft a report to inform future planning and responses to incidents

N.B.

1. Guidance documents are available on a Restricted file accessible by the Silver Team Support Officer (R Drive: Emergency and Continuity Planning; Old Operational Plans) in relation to the following areas;
 - Bomb Threats
 - Flu Pandemic
 - Fire Service industrial action
 - Unauthorised occupations – Fire safety enforcement
 - Cambridge Open Days contingency plan
2. The Local Authorities' Major Emergency Recovery Plan can be accessed by the Support Officer (R Drive: Emergency and Continuity Planning; Old Operational Plans)
Access to County Council services is through the contact centre on 0345 045 5200

Title: Secretary to the Silver Team

Post holder: PA to Head of Registry's Office

Deputy: PA to Head of Student Operations

Role Purpose Record decisions made by the Silver Team.
Act as PA to the Chair of the Silver Team.

Main Responsibilities

- Maintain a record of Silver discussions, decisions and actions
 - [Hyperlink\Agenda - Silver meetings \(University\).docx](#)
 - [Hyperlink\Incident log.docx](#)
- Provide secretarial support for the Chair of the Silver Team