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Introduction

This procedure sets out the immediate actions that will be taken by the School's Emergency Management Teams and other designated emergency response personnel to secure the health, safety and welfare of staff, students and visitors on School premises in the event of a major emergency.

This procedure forms part of the School's Business Continuity Strategy, the objective of which is to develop business continuity plans to enable the School to plan for and respond to incidents and business disruptions in order to continue operations at an acceptable pre-defined level.

Definition of a major emergency

In the context of this procedure 'a major emergency' will include any of the following:

- a) Any incident that results in loss of access to or the need to evacuate more than one building on campus or a hall of residence.
- b) Any incident on campus or at a hall of residence that results in major damage and/or multiple casualties.
- c) Any incident that results in the contamination of or threatens to contaminate the Houghton Street campus or surrounding areas or halls of residence with a hazardous substance or agent.
- d) Any incident that results in restrictions on movement in and around the Houghton Street campus, which is likely to disrupt the work of the School, eg, terrorist action on campus or in the surrounding areas.
- e) Any incident which results in catastrophic disruption or damage to London's public transport system or infrastructure which impacts on the normal operation of the School, eg, bomb, flooding.
- f) Any incident that results in a catastrophic loss of utilities on campus or in a halls of residence eg, power, telephones, IT etc.

(Actions to be taken in the event of an outbreak of a serious communicable disease in the School population or an outbreak elsewhere that seriously effects the School population will be set out in the School's Medical Emergency Procedures.)

Emergency Management Teams (EMT)

The School's Emergency Management Teams will follow the same 'Gold' (Strategic), 'Silver' (Tactical) and 'Bronze' (Operational) command and control structure adopted by the Emergency Services and other agencies responding to emergencies. The composition and roles of these teams are set out in Annex A.

- 'Gold' team – In the main, these will be drawn from the Director's Management Team. The 'gold' team will be concerned with the 'big picture' ie, those strategic issues that impact on the whole School or significant parts of the School's operation.

- ‘Silver’ team – This team will be drawn from a pool of managers with key competencies required to deal with the consequences an emergency, ie, factors affecting people, buildings and communication in the immediate aftermath.
- ‘Bronze’ team – These are the managers and staff ‘on the ground’ who will be tasked with implementing the decisions made by the ‘gold’ and ‘silver’ teams.

The exact composition and role of each team on the day will depend on the specific circumstances of the emergency. All team members will be expected to ensure that they have one or more designated deputies with the required competencies to cover any absences etc.

Other designated emergency response personnel (ERP)

The EMTs will be supported by other staff working in operational units such as Estates, Telecoms etc. who will be designated Emergency Response Personnel (ERP). ERP will in an emergency undertake functions relating to their normal duties. For example, Press Office personnel will be responsible for maintaining external and internal communications, ITS staff for maintaining email, internet access and essential IT applications and so on. However, all ERP must be prepared to undertake any other functions that may be required in the circumstances. Annex 2 gives an indication of the sort of tasks that ERP will be expected perform in an emergency.

Contact Details

The School Safety Adviser will maintain the contact details for members of the Gold, Silver and Bronze Team members. Copies of contact numbers will be kept in the Security control room, Secretariat and the off-site emergency centre at Rosebery Hall of Residence.

Designated members of the EMTs will be responsible for ensuring that the contact details of ERPs supporting their functions are compiled and maintained.

Advice to Staff and Students.

Staff and students who do not have a role in the operation of the CIERP in the event of a major emergency should:

If they are at home or in halls when the incident occurs:

- Consult the LSE website for instructions on what to do.
- Take steps to notify their families and friends that they are safe.
- Take steps to notify their department of their whereabouts. If for any reason students and staff are unable to contact their respective departments using the normal contact numbers they should use following emergency contact number +44 (0)20 7955 7000.
- If an incident results in the need to evacuate a hall of residence students must follow the directions given by residence staff.

- If the incident affects the surrounding area as well as campus or wider parts of London they should 'Stay in and tune in' to the radio or television for further information.

If Staff and Students are on campus when the incident occurs they should:

- Follow the instructions of given by Emergency Response Personnel (these could be members of the security staff or fire wardens) to either evacuate or remain where they are.
- Contact their relatives or other persons that may be concerned about their safety to let them know they are safe. (Telephones will be provided with international dialling access if the mobile telephone networks become overloaded.)
- Monitor information and instructions provided by the School Emergency Response Teams, which will be posted on the LSE website and circulated by all available means including emails and on electronic screens. If the School's website or email services are interrupted information will be posted on notice boards around the School and via public address systems in the Library and Student Union underground bar.

Staff and students must ensure that their 'emergency contact' details logged with the School are up-to-date. This can be done via the 'LSE for you' webpage.

How the CIERP will be activated. (see flowchart in Annex B)

- In practice an incident on campus will probably first be notified to the Security Control Room, or an incident at a hall of residence to the duty manager, although it is possible that information on a potential incident may come from a variety of sources eg, via media, emergency services etc. Whoever within the School first becomes aware of, or is notified of an incident that could potentially result in a scenario outlined in section 2, must immediately notify the LSE Security control room on the emergency number 666, who will in turn notify the first available 'Gold' Co-ordinator.
- The decision whether to activate the CIERP will be taken by first 'Gold' co-ordinator to be contacted by the Security Control Room. This decision will be made on the basis of information about the incident available at the time provided by either the Duty Officer in the Security Control Room and or the Head of Security or their deputy, where possible as soon as they are notified of an incident the Head of Security or their deputy will liaise with the emergency services and other relevant bodies to establish the nature and extent of the incident and convey this information to the Gold co-ordinator.
- Once a decision has been made to activate the CIERP, the Security control room will alert members of the 'Silver' Emergency Management Team.

- The 'Gold' co-ordinator will decide if and when to alert the 'Gold' team.
- Once alerted the EMT members should contact relevant ERP in their departments and put them on standby. Then they should make their way to the Emergency Management Centre.

Setting up the Disaster Hub or emergency management centre

- An Emergency Management Centre (EMC) or Disaster Hub is a room or facility from which the EMT can manage the immediate aftermath of a major emergency.
- A number of rooms on the first floor of Tower One have been designated to serve as Emergency Management Centre on campus. In the event of the Houghton Street site becoming inaccessible an EMC will be established at Rosebery Avenue hall of residence.
- The 'Gold' Co-ordinator will decide where the EMC will be established based on available information of the incident at the time.
- All decisions and actions taken by the each of EMTs will be recorded and logged by the designated member of the team.

Evacuation

- The requirement to evacuate School premises will depend on the circumstances of each individual emergency. In most circumstances the emergency services ie, police will dictate whether or not a partial or whole site evacuation is necessary.
- As a guide, the Emergency Services will establish cordons at the following distances:
 - 200 metres for a suspect bag or package
 - 400 metres for a suspect vehicle bomb
 - 800 metres for a suspect lorry bomb.
- Other factors such as stability of buildings, falling debris, wind direction in the event of chemical incidents etc may influence where the cordons are placed.
- Emergency assembly points for the Houghton Street campus are set out in the table below together with the criteria for deciding which location to use. Security will liaise with the Emergency Services to establish which assembly area can be used.

Emergency Assembly Points for Houghton Street Campus

Order	Location	Criteria
1st	Fire assembly point for individual building	If only one building is involved and assembly point not within cordon.
2nd	Alternative fire assembly point on campus	If limited number of buildings are involved and their assembly point is within cordon
3rd	North East Corner of Lincoln Inn Field	If whole site evacuation is necessary, and cordon within 400 metres

Remaining on Campus

There may be circumstances where the Emergency Services will direct the School to ensure that people remain on campus. They could also place restrictions on movements within campus requiring occupants to remain inside buildings. In these circumstances occupants will be expected to follow instructions from security personnel and or fire wardens who will convey information using loud hailers.

Communications

- Ensuring effective means of communication both internal and external is vital in an emergency to reassure and to prevent unwarranted speculation and rumour developing that may increase anxiety amongst staff and students involved in an incident.
- The LSE website site will be the main channel for communicating information in an emergency. Information will also be communicated by mass emails and text messaging. In addition messages will be placed on the plasma screens which are located around campus.
- Announcements will be made via the Library's PA system and the PA systems in the Three Tuns and the Quad. In the event of disruption to the email system and website, information boards will be sited in the following key areas on campus:

- I. Foyer of Old Building
 - II. Foyer of St Clements
 - III. Foyer of Library
 - IV. Foyer of Towers
 - V. Brunch bowl
 - VI. Staff dining room
 - VII. Garrick
 - VIII. Three Tuns Bar
- A number of telephone lines with international dialling access will be provided for students to use 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. Students and staff must also make contact with their Departments to advise them of their whereabouts. If for any reason students and staff are unable to contact their respective departments using the normal contact numbers they should use the following emergency contact number: +44 (0)20 7955 7000
 - The School will establish a helpline to receive any enquires from relatives of students and staff following 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.

Emergency equipment and protective clothing

Battle bags containing a supply of essential equipment and protective clothing eg, torches, hard hats, overalls, masks, gloves etc. will be kept at each EMC location.

First-aiders

First-aiders must make themselves known to Security Officer at the assembly area in case they are required to render first aid assistance. First-aiders 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*).

8 ANNEX A: COMPOSITION OF EMERGENCY MANAGEMENT TEAMS

STRATEGIC TEAM (GOLD)

Composition	Status
Secretary and Director of Administration	Gold and 1st Co-ordinator of Silver Team
Director of Finance and Facilities	Gold and 2nd Co-ordinator of Silver Team
Academic Registrar	Gold and 3rd Co-ordinator of Silver team
Director for Business Continuity	Gold and 4th Co-ordinator of Silver Team
Director of Estates	Gold and 5th Co-ordinator of Silver Team
The Director	Gold Team Leader
Pro-Director for Planning and Resources	Gold
Librarian and Director of IT Services	Gold
Director of External Relations	Gold
Head of Human Resources	Gold
General Secretary of Student Union	Gold

Role of the Strategic (Gold) Team members designated as Silver Co-ordinators

- In addition to their Gold role set out below, those members of the Gold Team designated as Silver team 'Co-ordinator' will be the first point of contact for Security when an emergency occurs (in order set out above) and will be responsible for taking the decision (based on the information available at time) whether or not to activate the CIERP.
- If the decision is made to activate the CIERP the Co-ordinator will decide which location will be used as the Emergency Management Centre (ie, emergency hub) for the Silver team.
- The Co-ordinator will then to go to the designated 'hub' and chair meetings of the Silver team.
- The 'Co-ordinator' will also decide if it is necessary for the 'Gold' team to assemble at the designated 'hub', and if so which members need to be contacted.
- The 'Co-ordinator' will attend meetings of the 'Gold' team to ensure that they receive regular information/briefings on the situation as it evolves from Silver team via the 'Co-ordinator'.

Role of the 'Gold' Team

- Based on information received from Silver team, the 'Gold' team will assess the impact of the emergency on the operation of the school's activities and consider and agree strategies to mitigate the impact, which could include:
 - Whole campus evacuation and the need to relocate teaching and other activities.
 - Decide on working arrangements for staff eg, send staff home, or work from home or other locations etc.
 - Whether to re-arrange, postpone, or cancellation of teaching programmes, examinations, presentation ceremonies or other School events.
 - External communications, media and website, action to protect reputation
- Give directions and authorisation to Silver team to action to implement agreed strategies.
- To nominate one of their number to attend media/press conferences if required.
- To nominate one of their number to attend 'Gold' command meetings with the Emergency Services if requested.

TACTICAL TEAM (SILVER)* (either post holder or nominated deputy)

Composition*	Area
Head of Residences	People and buildings*
Head of Student Administration	People
Head of Student Recruitment (if any recruitment event involved)	People and Communications
Head Press and Information	Communications
Head of Security	People and Buildings*
Technical Infrastructure Manager (ITS)	Buildings*
MIS Manager	Buildings*
Director of the Academic and Professional Development Division (for student counselling and disabilities issues)	People
School Safety Adviser**	People and buildings*

Continued overleaf

Composition*	Area
General Manager of Student Union	People, buildings* and communications
Head of Secretary's Division	People and communications
Head of Pay and Information (HR)	People and communication
Head of Catering Services	People and buildings
Head of Maintenance (Estates)	Buildings*
Head of Library Services/ Library Disaster Recovery Office	People, buildings* and communications
Senior Assistant Secretary	Note taker and support for Silver Team

*Buildings includes infrastructure, plant and equipment

** Will also be part of the Bronze team

Functions undertaken by the Silver Team

Buildings including infrastructure
Ensure that buildings/areas etc are evacuated as per the directions of the Emergency Services
Establish locations/size of emergency services cordons
Gather information on the type, scale of the incident, what buildings and services are affected
Control access to buildings and hubs
Ensure that premises are secured, erect barriers and warning notices
Isolate services, plant and equipment as required
Switch to temporary back-up services if available
Activate services to emergency 'hubs' as required, eg, telephones and data, lighting, heating
Activate telephone 'help-lines' and international lines for students to use to contact their relatives
Arrange for searches of premises if requested by the emergency services
Provide information to emergency services regarding building layout, mechanical and electrical services and plant and location of asbestos
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
Initiate necessary remedial works to enable re-occupation

People
Identify what classes or halls are affected
Ensure that there are sufficient people to staff telephone 'help-lines'
Ensure that information from enquiries is adequately recorded
Where necessary forward enquires regarding 'missing' persons on to Police, via casualty bureau
Use staff records database to access information on emergency contacts
Use student records database to access information on emergency contacts for students
Liaise with emergency services to gather information on casualties, eg, how many, condition, what hospital etc
Arrange for LSE first-aiders to provide support to ambulance services if required
Liaise with Ambulance services to identify a suitable location to establish a triage area
Identify suitable reception areas to accommodate people affected by the emergency who are unable to return home, arrange for the provision of refreshments etc
Arrange for temporary accommodation for students displaced from halls of residence, arrange transport to alternative accommodation if required
Identify any persons with special needs to ensure their requirements are addressed, eg, access to medication etc
Arrange for 'displaced' residents to receive 'basic' welfare supplies
Provide information on transport options for staff and students on campus, in some circumstances transport may need to be arranged
Make arrangements for counselling to be provided for staff and students affected by the emergency if required
Deal with immediate welfare issues for students and staff

Communications
Establish communication with the Emergency Services by directing the Safety Adviser or member of Security to go to the police cordon.
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.
Circulate mass emails giving information to staff and students.
Post information on LSE website or alternative emergency website and plasma screens around the School and ensure that it is regularly updated.

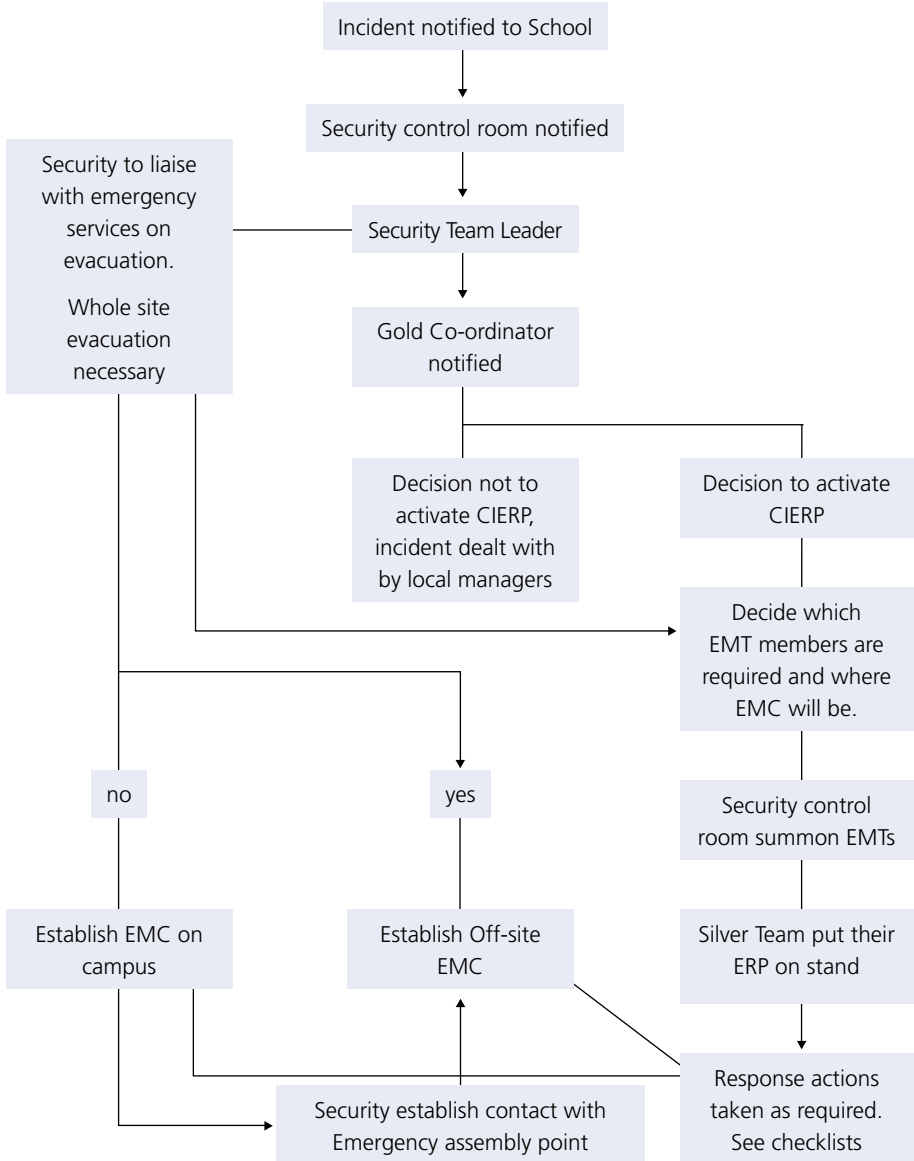
Continued overleaf

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 these areas
Ensure that regular updates are provided for the 'Gold' Team
Draft media/press releases for the approval of 'Gold' Team
Arrange regular media / press briefings
Establish a media reception area
Monitor media and other relevant websites
Set up arrangements for recording information/enquiries received by Silver Team and for tracking and recording actions taken by the Silver Team

Bronze Team

As with other response teams the exact composition of the Bronze team will depend on the circumstances of the emergency, in general the Bronze team will be made up of managers and staff from operational departments eg, Security, Estates, ITS, Press office etc.

The role of the Bronze team is to support the Silver team to enable them to carry out the above functions.



14 ANNEX C: CHECKLIST FOR MEMBERS OF EMTS WHEN ALERTED TO A MAJOR EMERGENCY

Brief your deputy and/or colleagues on what is going on and that you may need them to support you while responding to the emergency	
If there is anyone in your dept with specialist technical or local knowledge that may be useful, take them with you to the EMC or put them on standby so that they can be contacted when you need them	
If possible take someone with you to the EMC to take notes etc	
Take with you, a copy of the CIERP and the latest version of the emergency contact lists together with any other phone numbers you may need	
Don't forget to take your mobile phone or PDA and charger, and keys with you, if you have access to a laptop take that with you	
Take any documents eg, technical /recovery plans that may be useful	
If you have been contacted out of hours and are travelling from home make sure you notify the Security control room of the time you are leaving, your planned route and expected time of arrival at the EMC. Notify Security once you have arrived at the EMC	
Take care for you personal safety when travelling alone	
Don't forget to take any medication you may need whilst at the EMC, remember it could be several hours before you can return home	
Dress appropriately for the prevailing weather conditions	
Take a bottle of drinking water and snacks to keep you going through the first hours of the emergency	
If for any reason you are unable to attend at the EMC, contact your deputy to go in your place and notify Security control room	

ANNEX D: CHECKLIST FOR GOLD MEMBER TAKING ON THE ROLE OF SILVER CO-ORDINATOR

Message received from:
Telephone number
Time and date
Information on the incident
What is the nature of the incident?
Who is affected?
What buildings are affected?
Can Tower 1 still be accessed?
Is there power?
Is main switchboard still operational?
Is the LSE website and email working?
Has the emergency services been summoned?
What emergency services/utilities/contractors are on site?
Which LSE personnel are currently at the scene dealing with the incident? Contact number(s)?
Who else has been notified? (If call not from Security have they been notified?)
Can the incident be managed or contained locally?
Decisions to be made
Does CIERP need to be activated?

If no, should any members of the Gold or Silver Teams be placed on standby?

If CIERP to be activated, where and when will the Gold and Silver Teams meet?

Which Gold and Silver Team members need to be contacted?

Who will contact them?

Who will open up Emergency Management Centre (U108, U110, U103, U101) on Campus
Conference rooms at Rosebery Hall.
+44 (0)20 7107 5850

ANNEX D: CHECKLIST FOR SILVER TEAM

These are some of the issues to be considered by the Silver Team once they have assembled at the (Emergency Management Centre)

Although the Gold team co-ordinator will be the first person to be contacted and will activate the CIERP, in practice they probably will not be the first to arrive at the EMC, therefore whoever arrives first at the EMC should organise the silver team by following the checklist below. Contact should be made with the Gold co-ordinator whilst they are in transit to the EMC to update them if there are significant developments.

1. Setting up the EMC

- | | |
|---|--|
| • Collect emergency 'battle' bag from main reception or EMC store | |
| • Notify Security that the EMC has been established and ensure that they have the telephone numbers for the EMC | |
| • Check that telephones/data points in are working | |
| • Ensure that there is a note taker to record actions taken, (use CIERP log sheets and wipe boards) | |
| • Make a list of who has been contacted so far | |
| • Ensure that Bronze team members or other ERP who may be needed been put on standby? | |
| • If incident involves emergency services nominate someone to go to the JESCC to liaison with the ES make sure the person has means of communication with EMC | |
| • Establish contact numbers for Emergency Services on-site | |

2. Confirm details and current status of incident: (Establish contact with LSE personnel already on site dealing with incident.)

What buildings are affected?

- | | |
|---|--|
| • Position and size of cordons: (plot cordons on map) | |
| • Establish damage to buildings, systems, infrastructure, and expected duration of disruption | |
| • Have services gas, electricity, water, fuel been isolated ? | |
| • Where necessary have the appropriate utility company been contacted, (contact details) | |
| • Have buildings been secured? | |

3. People effected?	
<ul style="list-style-type: none"> • Are there any casualties? How many? How severe? Where are they being treated? 	
<ul style="list-style-type: none"> • Are the identities of the casualties known? 	
<ul style="list-style-type: none"> • Have all the buildings inside cordon been evacuated? 	
<ul style="list-style-type: none"> • Where have people been evacuated to? 	
<ul style="list-style-type: none"> • Establish communication with Security personnel at emergency assembly area, if Security personnel not present at assembly point nominate someone to go the assembly area, make sure this person has radio or mobile phone to maintain contact with Silver Team. 	
<ul style="list-style-type: none"> • Find out what instructions if any have been given to people waiting at the assembly area 	
<ul style="list-style-type: none"> • Decide what instruction or information they should be given? 	
<ul style="list-style-type: none"> • Do they need to be moved to a holding area, if yes where to? 	
<ul style="list-style-type: none"> • What supplies, equipment, refreshments etc are needed at the holding centre? 	
<ul style="list-style-type: none"> • Decide whether on-site or telephone counselling will be required, if so who will arrange it where and when 	

4. Communications	
<ul style="list-style-type: none"> • Internal – What information has been issued so far internally – website, email, notice-boards etc.? 	
<ul style="list-style-type: none"> • External – What information has been issued externally? press, media. If none decide on 'holding' message to be placed until further details are available 	
<ul style="list-style-type: none"> • (Decide on 'holding' message until instructions and press statements can be agreed with Gold team via Gold co-ordinator 	
<ul style="list-style-type: none"> • Is it necessary to active help-line call centre? 	
<ul style="list-style-type: none"> • If yes, nominate someone to do so, agree messages to be given to callers to help-lines. (see checklist for activating call centre) 	
<ul style="list-style-type: none"> • Is someone monitoring levels of calls to ensure that staff can cope? 	
<ul style="list-style-type: none"> • When and where will media briefings be held? 	

<ul style="list-style-type: none">• Decide whether it is necessary to establish 'face-to-face' reception/enquiry point, if you where and who will staff it?	
<ul style="list-style-type: none">• Is someone monitoring media coverage to correct any errors in reporting?	
<p>The Gold member co-ordinating the Silver team will brief the Gold Team, either in person or by telephone on the above at regular intervals</p>	

CIERP – Common Initial Emergency Response Procedure

Emergency Services – collective term for the “blue” light services responding to an emergency ie, Police, Fire Brigade and Ambulance Service.

LESLP – London Emergency Services Liaison Panel, which agrees protocols for the Emergency Services when dealing with major emergencies.

EMT – Emergency Management Teams ie, Gold, Silver and Bronze response teams

Gold – Term used by emergency services to indicate the Officer/Team at Strategic level with overall command of the incident in relation to their particular service. The officers at this level will decide strategies and marshal resources.

Silver – Emergency Services officers at a tactical level, who decide how to implement the decisions of the Gold officer/team.

Bronze – These are operational staff on the ground carrying out the actions of the Gold officer.

(When communicating with the Emergency Services, School personnel should liaise with their equivalent level.)

ERP – Emergency Response Personnel ie, Staff tasked with supporting the work of the EMTs

EMC – Emergency Management Centre ie, the location where the Gold and Silver teams will meet and manage the emergency (Also referred to as the Hub).

Cordons – established by the Emergency Services around the scene of the incident for the following reasons:

- to guard the scene;
- to protect the public;
- to control the sightseers;
- to prevent unauthorised interference with evidence or property; and
- to facilitate the operations of the emergency services and other agencies.

Entry inside the cordons is strictly controlled by the Police.

RVP – Rendezvous point (RVP) A point selected by the emergency services as the location for all personnel and vehicles to report to before attending the major incident.

JESCC – Joint Emergency Services Control / Command – location from where the main police, London Fire Brigade and London Ambulance, together with the public utilities and local authority manage the incident.

Triage – Process of prioritising the evacuation of the injured by the medical or ambulance staff at the casualty receiving station.

Battle bags – Bags containing essential items, such as torch, radios, protective clothing to be used by EMTs.