

Bath Spa University

**Emergency Management
Procedures**

Framework Document

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Foreword

Major emergencies, by their nature, are low probability events which cannot be predicted and therefore corrective actions cannot be predetermined; the key to resolution of any crises being effective management.

This document provides a basis for effective management and delivery of services in a major incident or emergency, and a framework for the whole process of maintaining maximum preparedness for emergencies. The Framework:

- Provides a basis for the delivery of services in a crisis and a framework for the whole process of preparing for emergency responses.
- Is simple and allows for flexibility in management and adaptability to a wide range of circumstances.
- Is based on the functions of the participants and not on prescribing a response to all foreseen situations.
- Recognises that preparation is critical to the success of the emergency response and that all participants and managers will play a full part in developing the Emergency Management Procedures with those with whom they will work in emergencies.
- Acknowledges that skills abound within the University, but that the key to a successful response to mitigate the impact of an emergency is the management of those skills.

Reviews and Amendments

Emergency planning is a continuous process. Managers are required to meet regularly to review the environment in which these procedures are set and confirm current arrangements or make or propose amendments.

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Introduction

1. This document describes, in broad outline, how Bath Spa University will respond to any major, unplanned incident or emergency involving students or staff at the University and sets out the arrangements for the initiation and management of a response to an emergency, within the University's Emergency Management Framework. It is an aid to managers and employees, providing details of:
 - Activation and notification arrangements
 - Roles and responsibilities
 - Operational procedures and check lists for use in a response
 - Support systems
 - Contact information for key personnel
2. Each major incident will vary in terms of its scale, impact and duration, requiring a high degree of flexibility in the response. Accordingly, the arrangements initiated will reflect the circumstances prevailing, established needs, priorities and the resources available.
3. The emergency services will take charge of the immediate response to a major disaster. However, crucial elements in ensuring a rapid recovery are the arrangements the University has in place to liaise with the emergency services, our plans to mitigate loss, the communication structures we put in place, and on the professionalism, dedication and co-operation of the staff that respond.

Aims and Objectives

4. This document is to be used as the basis for the management of the University's response to major incidents / emergencies. Major incidents may attract local or national media coverage and consequently have important implications for the University. This framework has been developed to ensure the safety of staff, students and members of the public and to provide for the continuity of BSU's business, more specifically:
 - To safeguard staff, students and the general public
 - To protect the business and ensure its continuity
 - To provide a clear understanding and definition of what constitutes a major incident
 - To minimise the risks associated with a major incident
 - To establish responsibility for the co-ordination of an institutional response
 - To respond effectively to major incidents which may affect students or staff of the University
 - To provide a response which meets any relevant legal institutional obligations
 - To establish clearly defined channels of communication to ensure that information is disseminated efficiently and relevant responsibilities carried out whilst respecting any issues of confidentiality relevant to the incident
5. The policy framework does not attempt to provide a tailored response for every eventuality but rather a generic framework within which individual incidents should be responded to (See Annex A). A small number of eventualities have had model plans of response developed (See Annexes B1 to B8).

Definition of a Major Incident / Emergency

6. For the purpose of this policy framework and for guidance, the University defines a **Major Incident or Emergency** as being an event that:
 - Has a major impact on students, staff, visitors and buildings within and around the University
 - Affects significant numbers of staff, students or members of the public
 - Affects the operational capability of the business
 - Is unplanned, and
 - Requires a cross-institutional response to manage.
7. An incident may occur, or be threatened, which may be regarded as a lesser or **Specific Incident** where it has some but not all of the characteristics above and may, therefore, be managed at a local (School or Department) level. Wherever possible the processes and advice described in this document should be followed.

BSU Emergency Management Framework

Initial Major Incident / Emergency Response

8. The key responsibility of any staff member discovering a major incident or receiving initial information regarding health related emergencies is to provide an immediate and informed response to that incident / health matter and to trigger subsequent actions to enable a measured escalation in the levels of the management of the response as required based on the scale, duration and impact of the incident or emergency.
9. First on scene should:
 - Determine whether a major or minor. If in doubt assume major
 - If major, inform Security immediately (via 5555 or more contact numbers available in Appendix 1)
 - Security will then take necessary steps to contain the incident/secure the site, and contact the appropriate emergency services (9-999)
 - Security will inform Facilities and Operations Manager of incident. Manager will record an account of the incident and subsequently relay to the Emergency Management Team to inform follow on action where necessary (See Page 17: Annex A and Appendix 1 for list of Managers to contact)
 - If minor, inform line manager who will then deal with the incident and report progress and outcome to Emergency Management Team.

Closure of University as a Result of an Emergency

10. Only members of the Vice Chancellor's Group (VCG) have the authority to close the University if deemed necessary. Reason for decision to close the University can be as a result of severe weather events, health and safety issues, terrorism or other threats.

A VCG Member will take action to close the University following consultation and recommendations from the University Registrar, the Director of Estates, the Facilities and Operations Manager and the Health and Safety Advisor.

Communication of the decision to close the University will be sent out as quickly as possible. This will be through:

- Recorded message from the University Switchboard (dial 0)
- The University Website (front page – www.bathspa.ac.uk)
- Email notification to staff and students
- Telephone communication through line managers

Strategic Emergency Management

11. Where the scale, duration and impact of a major incident or emergency indicates a serious threat to the critical functions of the University, the Emergency Management Team (EMT) will be convened. The EMT will use the Generic Major Incident / Emergency Response Procedures held at Annex A to this document as a broad basis for their response to a major incident / emergency unless a specific model response has been developed (see Annexes B1 through to Annex B8).
12. Where the EMT requires guidance at a strategic level, the University's Senior Management, and specialist staff will provide advice and direction.

Emergency Management Team (EMT)

13. The EMT is the pan-University co-ordination team which provides the leadership and management in the event of a major incident or emergency. It looks to various specialist and general members of staff and emergency plan owners in making decisions about what the University's response should be to an emergency or disaster.
14. The EMT convenes after the Deputy Vice-Chancellor (Planning) or, in his absence, the Vice-Chancellor or any two members of the SMT have declared a Major Incident / Emergency, and that therefore the EMT function is required.
15. The decision to convene an EMT will be conveyed immediately to the Vice-Chancellor by the Deputy Vice-Chancellor (Planning) or by a member of the EMT.
16. It is possible, depending on nature of the incident / emergency, that only part of the EMT is required, for example a catastrophic failure of IT systems. The EMT Leader will decide whether the EMT should be convened in part or in full, or referred on to a specific function.
17. The EMT has the responsibility to take control of an emergency and participate in a cross functional team charged with:
 - Decisions on the University's response to an emergency.
 - Minimising harm to students, staff and visitors by ensuring their safety, health and welfare.
 - Keeping the University running (business continuity) as far as is reasonably practicable in the circumstances.
 - Minimising any potential reputational damage to the University.
 - Keeping students and staff informed of developments without creating undue anxiety.
18. Members of the EMT are informed of the need to meet and a time. Although staff from any of BSU's Schools or Departments may be co-opted to the EMT its

membership is substantially a subset of the University's Senior Management Team. Identified deputies will be involved in case of absence or incapacity.

Function	Lead	Job Title	Deputy	Job Title
EMT Leader	Alun Thomas	DVC	Jon Brady	DVC
Financial Implications	Jon Brady	DVC	Kevin Wright	Head of Finance
Health and Safety Leader	Warren Cole	SHE Advisor		
Communications Leader	Tessa Alton	Head of Marketing and Communication	Robert Clay	Marketing Manager
IT / Telecom Leader	Dave Hassall	Head of Network Services	Dean Bennett	Deputy Head of Networking Services
Staff Welfare	Arlene Stone	Head of HR	Nadine Hurst	HR Manager
Estates and Logistics	Carolyn Puddicombe	Director of Estates	Steve Fair	Facilities and Operations Manager
Student Data and Student Welfare	Chris Ellicott	Registrar	Kate Davis	Deputy Registrar
Site Security	Steve Fair	Facilities and Operations Manager	Tom Bradbury	Head of Security

Names correct as at February 2010

Advice to EMT

19. Any member of University staff may be called upon to provide expert functional and contextual knowledge and skills to the EMT.
20. The EMT will decide if it requires the knowledge or skills of a particular staff member, in which case that member will be co-opted into the EMT. The employee's key responsibility is to bring their expertise to bear, including that of their staff, within the University's Emergency Management Framework.

Command and Communication Centres

21. The following locations, in order of priority, will act as command and communication centres. In the case of the major incident / emergency occurring at the Newton Park campus, in the first instance, and to act as a defined meeting place, the EMT will meet in the offices of the Deputy Vice-chancellor (Planning) in Main House. If this is not possible then the meeting will be held in a Command and Control Centre:

Training room, first floor Library, Newton Park.

22. In the case of the major incident / emergency occurring at Sion Hill, in the first instance, and to act as a defined meeting place, the EMT will meet in the offices

of the Head of School. If this is not possible then the meeting will be held at the Command and Control Centre:

Meeting room, next to Head of School, Sion Hill.

Communications

25. Staff and student contact details, including home numbers and next of kin (NoK), will be copied to CD-disc / memory stick held in the two Command Centres and stored in the EMT Grab-bags.
26. In the event of failure of telecoms and data communications, HoNS will establish arrangements for a supply of mobile telephones and walkie-talkies and for label lists of staff and students. Marketing will make arrangements for emergency printing of newsletters and briefings. (HoM). (See Communication Plan, in Annex B4).

Business Continuity Group (BCG)

27. The Business Continuity Group will be established immediately to determine residual risk to business and take the appropriate action to mitigate this risk. This Group will operate in parallel and close liaison with EMT and membership is as follows:

Function	Name	Deputy
BCG Leader	Determined by VC as appropriate	
Finance	Kevin Wright	Maggi Thomas
Residences	Ann Hitchings	Sharen Hunt
IT	Dean Bennett	Jonathan Sebright
Academic Delivery	Neil Sammells	Neil Sammells
Business	Derek Hamilton	Tessa English
Communications	Kim Lloyd	Shaun Brailey
Accommodation	Stephen Fair	Anita Edson
Student Support	Ester Williams	Andrew Leahy

Names correct as at February 2010

28. The planning for any recovery phase should start as early as possible and where necessary the BCG should have input to the response phase where certain response actions may inhibit or unduly influence the overall recovery process. This is of course not to interfere in any way with the overall health and safety of all those involved.

Testing and modelling

29. There will be a test of the broad arrangements for handling a major incident on an annual basis and within two months of this plan being finalised. (EMT Leader)

De-briefing and Evaluation

30. At the close of a declared major incident or emergency, the EMT leader will, at the earliest opportunity, prepare a report for the Executive to identify the costs incurred as well as lessons learned.
31. Any recommended improvements to this procedure will be incorporated in the next re-issue of this document (AT).

Version Control and Updating

32. This plan will in any case be updated on an annual basis and two copies issued to members of EMT with instructions to keep one at home. A version will also be stored in a secure place within the intranet (HoNS) and within each of the Grab-bags.

Contact Information

33. Up-to-date contact information for members of the EMT is held on the University's computer system and is updated twice yearly, although updates should be sent at the time of staff changes / absences etc. Hard copies of this information are also held in the EMT's 'Grab-bags'.
34. The Information held is in confidence and may not to be given to the Media, the Public nor any other person not authorised to receive it.

EMERGENCY PLANS - Emergency Management Check Lists

35. The role of the Emergency Management Plan owners from each of the various Schools and Departments within the University is to lead the development and maintenance of Emergency Management Briefs for their functional areas.
36. They are required to ensure all aspects of their planning takes full cognisance of the University Emergency Management Framework to ensure there is a seamless and co-ordinated response. A key responsibility is to take ownership of the document making sure that it remains current, accurate and accessible. There are several Emergency Management Briefing documents and their directors / owners are as follows:

Emergency Management Brief	Annex	Lead Owner/Director
Generic Response Procedures	Annex A	DVC (AT)
Fatalities/Multiple Injuries	Annex B1	Head of HR
Health Related Emergencies <ul style="list-style-type: none">• Pandemic• Meningitis	Annex B2 B2a B2b	Head of HR DVC (AT)

Exposure Containment and Environmental Incidents	Annex B3	Health & Safety Manager
Fire, Flood and Storms	Annex B4	Director of Estates
Internal Communications Reputation Management	Annex B5	Head of Marketing
Major Travel Incident/Curtailed access	Annex B6	Director of Estates
Main Services Failure	Annex B7	Director of Estates
IT Systems Failure	Annex B8	Head of Network Services

Acronyms

BCG	Business Continuity Group
BSU	Bath Spa University
EMF	Emergency Management Framework
EMT	Emergency Management Team
EPO	(Local Authority) Emergency Planning Officer
H&S	Health and Safety
HSE	Health and Safety Executive (Govt agency)
HoNS	Head of Network Services
NoK	Next of Kin
SMT	Senior Management Team
University('s)	Bath Spa University

Annex A - Generic Major Incident / Emergency Response Procedures.

1. The following describes the generic collective responsibilities, actions and procedures for members of the Emergency Management Team and aims to guide EMT members' specific responses during a period that will require a high degree of flexibility in management and adaptability to a wide range of circumstances.
2. This recognises that preparation is critical to the success of the emergency response, being aware of what might be needed / what should be considered / what one might be called on to do will help make the EMT more efficient in their response to a major incident or emergency.
3. It should be read in tandem with the following section; Part 2, Emergency Management Team - Detailed Roles and Responsibilities and used to guide the EMT's response.

Part 1, Emergency Management Team – Overview of Collective Responsibilities, actions and procedures

Action Point No	Action / Item	✓ / Comments
1	Local manager determines if minor or major incident. If unclear assume major. If minor, deal with incident.	
2	Deputy Vice-chancellor (Planning), Vice-chancellor or any two members of the SMT declares the situation a Major Incident / Emergency. Vice-chancellor is alerted to the situation if not already aware Retrieves Grab-bag(s) from Command Centres at: Newton Park – Training room, first floor, Library Sion Hill – Meeting room next to Head of School	
3	Assesses situation and calls in other members of the EMT and / or advisory staff as required. Use EMT Contact List from Grab-bag or from BSU computer.	
4	Assigns a log keeper to keep records of all discussions and decisions	
5	Refer to specific emergency response model plans (detailed as separate Annexes below) as required. Hard copies are held in the Grab-bags and on shared drive: Annex B1 Fatalities/Multiple Injuries Annex B2 Health Related Emergencies including pandemics (B2a) and Meningitis (B2b)	

	Annex B3 Exposure containment including environmental incidents Annex B4 Internal and external Communications including Reputation Management	
6	Discuss aim(s) of EMT and priorities	
7	In all cases, the safety, health & welfare of staff, students and visitors is the first priority, which may include security of the site / setting up perimeter controls. Ensure good liaison with Emergency Services is established.	
8	Allocate tasks to EMT members / others (Admin support, co-opted members of EMT etc)	
9	Utilise on-site emergency equipment as required - see list at appendix 3. Kit located at MH113 and Training Room first Floor Library (NP) and Meeting Room next to Head of School (SH)	
10	Consider calling in further assistance as required from: Staff with specialist knowledge Schools / Departments (see LIMT plans) Other university sites – Sion Hill External Suppliers - see list at appendix 2 - including the Local Authority's Emergency Planning Officer (EPO)	
11	- Arrange use of corporate credit cards or issue cash for immediate purchasing needs - Advise Insurers of situation	
12	(Re)-establish the University telephone links with Emergency Services and more generally telecom links with externals. Ensure staff are briefed thoroughly before answering incoming enquiries and know who designated Spokesperson is.	
13	Establish internal communications – arrange briefings and publication of information to staff, students and visitors and agree venues.	
14	Arrange media updates / interviews. Consider reputational management.	
15	Consider staff levels – arrange breaks and replacements for long term	

	situations (>8 hours)	
16	Consider logistical support - catering; food; drinks; waste disposal; travel (taxis or cash for travel) sleeping arrangements; parking.	
17	Pay attention to the 'close down' after the emergency – phone around to confirm tasks are finished, ensure people can get home; return borrowed items.	
18	<i>A separate Business Recovery Group, in liaison with the EMT, will be established and led by the person assigned to this task by the EMT</i>	
19	<i>EMT declares at which point the major incident is over.</i>	
20	Review and Report to Deputy Vice Chancellor (EMT Leader)	

Part 2, Emergency Management Team - Detailed Roles and Responsibilities

4. There follows a series of detailed roles and responsibilities for EMT members. It is based on the functions of the participants and not on prescribing a response to all foreseen situations.

ROLES:	RESPONSIBILITIES:
<p>EMT Leader</p> <p>Deputy Vice-chancellor (Planning) Dr Alun Thomas</p> <p>or, in his absence,</p> <p>Jon Brady, DVC</p> <p>or</p> <p>Vice Chancellor</p>	<ul style="list-style-type: none"> • Convenes EMT – informing members of time and location • Retrieves Grab-bag (contents as at appendix 3 to this annex). • Takes overall responsibility for the emergency • Constantly assesses situation and identifies principal strategic issues • Prioritises and allocates tasks - direct team members • Ensures actions are logged by note-taker • Agrees resources / addresses resource constraints • Informs V-C • Considers evacuation or isolation of affected building(s) – and make them secure. Considers the use of local fire wardens or university managers to effect this (in addition to Security) • Decides if there is a need to report to the authorities / emergency services (Police, Fire, Ambulance), and / or enforcing agencies such as the HSE and / or Environment Agency as required under legislation • Assesses need for Crisis Hotline and / or Press Number • Assesses need for further evacuation of staff / students • Considers need to establish Business Continuity Group • Formally declares Emergency over • Reviews emergency and EMT response • Reports to VC and Board of Governors if appropriate
<p>IT and Telecoms</p> <p>Head of Network Services (HoNS)</p>	<ul style="list-style-type: none"> • Dissemination of information resources by web and email to staff, students and external stakeholders • Maintenance of IT provision during incident / response / recovery • IT networks secured in the event of data attack • Adequate telecoms / radios provision • Report / confirm actions to EMT <p>SEE ALSO MODEL IT SYSTEMS FAILURE PLAN ANNEX B8</p>

<p>Communications:</p> <p>Head of Marketing and Communications</p>	<ul style="list-style-type: none"> • Establish Communications Centre / Press & Media reception room • Establishes Crisis Hotline and / or Press Number if required to by EMT Leader • Maintain up-to-date and timely communication flow between EMT and all other key stakeholders • Maintains a system of communication alternatives not reliant on IT • Ensures efficient message taking and logging of calls • Manages communications with University Council in liaison with EMT Leader • Manage all inquiries and press contacts • Draft and deliver (as EMT Spokesperson) press statements • Issue Press statements • Liaise with Press & Media • Ensure NoK have been informed and liaise with Police Families Liaison Officer where appropriate • Draft information bulletins for staff, students and visitors and publish appropriately • Report / confirm actions to EMT <p>SEE ALSO MODEL INTERNAL COMMS / REPUTATIONAL MGT / COMMUNICATION PLAN ANNEX B5</p>
<p>Security & Emergency Services Liaison</p> <p>Facilities and Operations Manager</p>	<ul style="list-style-type: none"> • Immediate security of site • Liaise with initial responder to incident / emergency • Perimeter / control of access • Evacuate buildings / rooms and make secure in accordance with the procedure derived from Fire and Health and Safety Policies • Liaison with Emergency Services at scene • Information gathering regarding casualties, victims, witnesses • Crime scene / forensic preservation • Initial investigation (if crime) • Ensure sufficient security staff resources and equipment available. With EMT consent, call in additional support as required • Report / confirm actions to EMT <p>UTILISE ON-SITE EMERGENCY KIT (EMERGENCY STORE AND H&S CUPBOARD) + SECURITY OFFICE'S OWN KIT</p>

<p>Property & Facilities Coordination</p> <p>Facilities and Operations Manager</p>	<ul style="list-style-type: none"> • Immediate safety and utilisation of premises • Maintain utilities where possible, shutdown / isolate utilities as required • Provide staff resources and equipment • Maintain physical cordons (hoardings, locks etc) • Opens a command and communication centre as required and organises staffing • Ensures access to Command Centre for EMT • Report / confirm actions to EMT <p>UTILISE ON-SITE EMERGENCY KIT (EMERGENCY STORE AND H&S CUPBOARD)</p>
<p>Staff relations</p> <p>Head of HR</p>	<ul style="list-style-type: none"> • Confirm names of staff involved in incident/emergency • Ensure NoK are informed and liaise with Police Families Liaison Officer where appropriate • Arrange welfare for staff / families as required • Consider other support services (medical, chaplaincy, counselling, financial) • Maintain communications / reassurance • Check welfare of EMT members and other support staff – ensure adequate resource for 24 hour operations • Report / confirm actions to EMT
<p>Registrar</p>	<ul style="list-style-type: none"> • Ensures access to staff and student information • Liaises with Heads of Personnel / SSS / HoNS as required • Report / confirm actions to EMT
<p>Student Relations</p> <p>Registrar</p>	<ul style="list-style-type: none"> • Confirm names of students involved in incident / emergency • Arrange welfare support for students / families as required • Consider other support services (medical, chaplaincy, counselling, financial) • Maintain communications / reassurance with students and Students' Union • If student residences are affected assist in finding alternative accommodation • Report / confirm actions to EMT

Health and Safety Facilities and Operations Manager	<ul style="list-style-type: none"> • Immediate health, safety & welfare of victims / casualties (staff, students and members of the public) • Collation of information and liaison with hospitals, medical staff; coroner • Provision of immediate health advice to other staff/students • Immediate safety of personnel at site • Safety of premises • Liaison with Local Authority & HSE • Initiate investigation (if accident) • Report / confirm actions to EMT
Co-opted Note-taker	<ul style="list-style-type: none"> • Maintain accurate log of all events, decisions, action taken and reasons, including dates, times, names. • Keep minutes of EMT meetings

Appendix 1 to Annex A – Internal Contacts Details

Lead	Contact Details	Deputy	Contact Details
EMT Leader & DVC Alun Thomas	a.thomas@bathspa.ac.uk	DVC Jon Brady	j.brady@bathspa.ac.uk
Director of Estates Carolyn Puddicombe	c.puddicombe@bathspa.ac.uk 07989 243296	Facilities and Operations Manager Steve Fair	s.fair@bathspa.ac.uk 07792 179227
Facilities and Operations Manager Steve Fair	s.fair@bathspa.ac.uk 07792 179227	Head of Security, Tom Bradbury	security@bathspa.ac.uk Quick dial #s from BSU landline: ext 1055 & ext 1075 07747898085 and 07795027441
Health and Safety Advisor Warren Cole	w.cole@bathspa.ac.uk		
Can include select members of the Senior Management Team			

Appendix 2 to Annex A – External Contacts

TYPE OF SUPPORT	SUPPLIER	CONTACTS	WEB/EMAIL/COMMENTS
University Insurers - General Insurance - Travel insurance	MARSH Ltd	Jane Silvester Tel: 01179 065357	www.marsh.co.uk
Local Authority	BaNES - Emergency Planning Officer	Tel: 01225 477000 NAME: Richard Look tel: 01225 477614 mob	www.bathnes.gov.uk e-mail: richard_look@bathnes.gov.uk
Ambulance Service	St Johns Ambulance	Tel 01832 345920	www.sja.org.uk
WRVS	WRVS	Tel 01235 861166	www.wrvs.org.uk
Police	Avon and Somerset Police	PC Trevor Gardiner Tel 08454 567000	www.avonandsomerset.police.uk
Gas and Electric Suppliers	<u>Electricity</u> Western Power Distribution Limited <u>Gas</u> GDF <u>Water</u> Wessex Water	Bob Web 0800 111 999 Tel: 0160643317 Tel 08456 003600	www.westernpower.co.uk www.wessexwater.co.uk
Health and Safety Executive	Health and safety Executive Incident Report Centre	Tel 0845 300 99 23 Fax 0845 300 99 24 Web www.riddor.gov.uk Email riddor@natbrit.com	RIDDOR reportable incidents (see SHE website for clarification) to be reported at the earliest opportunity. Use telephone or internet.
Regulatory body	Environmental Agency	0800607060	
Waste	SITA Waste Services BIFFA Wasre Services	Dean Stanbridge - 01179 168600 Craig Kendrick - 0800307307	http://www.sita.co.uk/ http://www.biffa.co.uk/
Reservoir Inspector		Ms Jo Parker Tel:01525237416 Mob:0797075219	
Tree Consultant and Arborist	All tree Services	Jim Walker Tel:01761 241871	
Builder & General Contractor		Brian Maggs Tel:01225 833232 Mob:07774642712	
Security Staff Provider	Security Guarding Services Group	Craig Wiltshire – Director David Stubbs – Director Tel: 0845 8732 630	www.ssg-net.com

Appendix 3 to Annex A - Emergency Kits

On-site emergency kit to be held in designated three Emergency stores, two at Newton Park, one at Sion Hill.

EMERGENCY STORE CONTENTS:

KIT	NUMBER	COMMENTS	CHECKED
Hard Hats	7	Plus some Staff have personal issue	
Rubber boots	8	Various sizes	
HV vests – Yellow	6	3XL, 3L	
Hand lanterns	6		
Batteries for lanterns		To be changed yearly	
Mops	3		
Mop buckets	4		
Squeegees	6		
Rubber Gloves	6		
Rigger Gloves	6		
Hazard Tape (Y&B)	2		
Reflective orange tape	3		
Disposable Latex Gloves	1 box (100)	Plus more kept in First Aid kits	
Disposable Overalls	4 large		
Face Masks	20		
Safety Goggles	5		
Asbestos Warning Signs	5		
Ear Defenders	1 box (30)	Disposable	
Air Horn	1		

LAST CHECKED BY: (Name) (Sig')

DATE:

Appendix 4 to Annex A – Grab-bags

Grab-bags are used to keep together a variety of kit which would be used in a major incident / emergency. These (2 at Newton Park, 1 at Sion Hill) are to be located in the Command Centres.

Contents:

- Copy of Emergency Plan
- EMT 24/7 contact lists
- Staff and student contact details, including home numbers and next of kin (NoK)
- LIMT plans for all Schools / Departments and Sites
- Building plans
- Site lay-out plans

Annex B – Specific Incident Plan: Guidance

Functions' Incident Management: Guidance on Structures

1. Each major function of BSU has its own Specific Incident Management Team (SIMT, see below) and has developed its own Incident Management procedures which dove-tail into the overarching BSU Emergency Management Framework.
2. It is possible that an incident or incidents might initially be classed as 'specific' before escalation to that of a major incident or emergency and vice versa.

Specific Incident Management Teams

Roles:	Responsibilities:
Team Leader Head of Function	<ul style="list-style-type: none"> ▪ Owner of the School / Department Local Incident Management Plan ▪ Liaise with and take advice from SMT / EMT ▪ Prioritise and allocate tasks - direct own LIMT members ▪ Ensure log is maintained ▪ Liaise with Security Services ▪ Agree School / Department resources
Facilities Management Liaison	<ul style="list-style-type: none"> ▪ Liaise with Estates department and/or Facilities and Operations Manager and report back on damage / faults within area Ensure facilities are provided where possible, to keep core business activities running
Health & Safety Liaison	<ul style="list-style-type: none"> ▪ Liaise with H&S manager ▪ Provide H&S support / advice locally to staff and students Has access to BSU's Emergency Equipment (Emergency Store and H&S cupboard)
Information Systems / Network Services Liaison	<ul style="list-style-type: none"> ▪ Maintain local communication systems (email / web / timetables etc) ▪ Assist EMT as required
People & Quality HR and SSS issues and Liaison	<ul style="list-style-type: none"> ▪ Provide reassurance, advice and guidance to School / Department students and staff ▪ Liaison with Student Residences / accommodation ▪ Academic Delivery
Internal and External	<ul style="list-style-type: none"> ▪ Liaise with Marketing and SMT or EMT as appropriate

Communications	<ul style="list-style-type: none">▪ Pass on information from SMT / EMT to all School / Department students and staff▪ Publish local information (web / email / paper)
Admin Support	<ul style="list-style-type: none">▪ Provide admin support to LIMT

Annex B1 Fatalities / Multiple Injuries including Terrorist Action

Lead: Head of HR

Assuming that the Emergency Management Team invoke Emergency Procedures in relation to the above the following actions would need to be considered:

	Action	Who	Completed
1. 1	Obtain the following details <ul style="list-style-type: none"> ▪ names of injured staff and students and those with them ▪ location of the incident and current location of injured and non injured staff and students ▪ details of what happened ▪ current involvement of emergency services including names and contact details if possible ▪ 		
2.	Contact student support services to assist in the delivery of the plan if applicable		
3.	Collate details of next of kin of all of those effected		
4.	Plan arrangements to contact next of kin of those injured with emergency services if applicable		
5.	Contact the Head of Marketing and Communications and establish on going communication method and frequency and that that key internal contacts are advised of resource implications		
6.	Plan the contacting of next of kin of any of those not injured if applicable		
7.	Contact the SHE office in case any incidents are RIDOR reportable		
8.	Consider making use of critical incident support either through RUH or current EAP provider		
9.	If staff are injured ensure adequate provision of remaining supervision of students		
10.	If off site ensure there are arrangements in place for transport home		
11.	Establish on going methods of communication between someone at the scene/emergency services, the University and next of kin		

B2a Pandemics – Emergency Flu Plan

Objective	Action at UK Alert Level 1 (or before where relevant)	Action at UK Alert Level 2 - if isolated in/near Bath apply Alert Level 3 responses	Action at UK Alert Level 3 - if no outbreak in Bath. [If no outbreak in / near Bath apply Alert Level 3 and 4 responses]	Action at UK Alert Level 4
<p>1. Limit illness and death arising from infection (by limiting risk of spread of infection)</p>	<ul style="list-style-type: none"> Consult to identify tasks that could be postponed in the event of a flu pandemic or carried out from home satisfactorily in the short term, and to identify the means of doing so. Staff and students returning to the UK from flu-affected areas advised/instructed not to return to work for 5 days. If they develop an infection, advise to visit GP. Consider obtaining PPE for staff performing essential work that could bring them into contact with infected people. 	<p>As Level 1 plus:</p> <ul style="list-style-type: none"> Identify building(s) to be used to isolate sick students. Staff and students returning from flu-affected areas in UK advised/instructed not to return to work for 5 days. If they develop an infection, advise to visit GP. Obtain PPE identified as needed. 	<ul style="list-style-type: none"> Stop all teaching and learning activities, seminars, lectures. Liaise with Head of Marketing and Communication to ensure that staff and students are updated on Alert Levels and actions being taken to minimise risks to the University population, actions to reduce the spread of infection including coughing / sneezing etiquette and hand-washing; how to spot the symptoms; what to do if unwell. Cancellation of sporting, social and entertainment events, worship services. Encourage staff that are ill or think they are ill not to come to work. Implement revised work and home arrangements where practicable. Close University and send UK students home before imposition of travel restrictions. Prepare building to be used to isolate sick students. 	<ul style="list-style-type: none"> Relocate remaining students in residences into one building. Isolate students with illness from the general population.

<p>2. Provide treatment and care for those who become ill. <i>[This service will be provided principally by Student Support services for students; staff advised to contact their own GP]</i></p>	<ul style="list-style-type: none"> • Student Support services consultation with RUH • Student Support services to contact RUH to identify suitable staff to work with them as necessary for call centre and medical work • Obtain medication and critical supplies (and prophylactics for medical team). • Identify location for telephone call centre and staff to take calls. • Brief EAP provider on response 	<ul style="list-style-type: none"> • Student support services consultation with RUH/ Health Protection Agency. Check likely availability of NHS Direct lines. • Prepare to set up telephone call centre and brief staff to take calls. • Issue instructions to students on actions to take if infected. 	<ul style="list-style-type: none"> • Student Support services continue consulting with RUH/HPA. • Assemble and brief medical team and call centre staff. • Set up call centre and issue telephone numbers to students. 	<ul style="list-style-type: none"> • Student Support Services continue consulting with RUH/HPA. • Student Support services Call Centre to set up formal liaison procedure with Marketing and Communications.
<p>3. Maintain normal business operations as far as possible.</p>	<p>Action at UK Alert Level 1 (or before where relevant)</p>	<p>Action at UK Alert Level 2 - if isolated in/near Bath apply Alert Level 3 responses</p>	<p>Action at UK Alert Level 3 - if no outbreak in Bath. [If no outbreak in / near Bath apply Alert Level 3 and 4 responses]</p>	<p>Action at UK Alert Level 4</p>
<p>3a. <i>General</i></p>	<ul style="list-style-type: none"> • Identify essential operations that have to continue during a pandemic flu outbreak (e.g. Student Support services, emergency breakdowns, essential maintenance, security). • Identify personnel to be contacted in the event of an emergency requiring attendance. Ensure contact details provided to BCG. • Impose travel ban to countries where outbreak 	<ul style="list-style-type: none"> • Agree with Head of Marketing and Communications the plan for communicating with staff and students (and where appropriate, with parents) for when a pandemic starts and identify the most appropriate channels for communication e.g. text, email, websites, local or national TV or radio, etc. • Identify and brief “key workers” required to work during a pandemic even if 	<ul style="list-style-type: none"> • Request the set up of EMT. • Departments to stock up on critical supplies where available/practicable. • Regular briefings for staff and students through agreed channels with Head of Marketing and Communications. • Close University and send undergraduate students home (UK) 	

	confirmed.	the University closes. <ul style="list-style-type: none"> • Impose travel ban to areas in the UK where outbreak confirmed. 		
<i>3b. Teaching and learning</i>	<ul style="list-style-type: none"> • In consultation with Academic Board identify and develop alternative means of teaching and learning (other than lectures and seminars) to enable students to continue their studies in the event of Alert Level 3 or 4. • Consider options for completing courses disrupted by pandemic flu outbreak, e.g. extending academic year. 	<ul style="list-style-type: none"> • Impose travel ban to areas in the UK where outbreak confirmed. • Further develop alternative means of teaching and learning, e.g. open learning, assignments, web learning, coursework. etc. 	<ul style="list-style-type: none"> • Implement alternative teaching and learning methods. • Implement options for completing courses disrupted by pandemic flu outbreak in consultation with the Registrar. 	
<i>3c. Admissions and student registration</i>	Develop options: <ul style="list-style-type: none"> • Remote registration methods; • Delay start of new academic year; • Interviews 	<ul style="list-style-type: none"> • Further develop options identified, check practicability of options. 	<ul style="list-style-type: none"> • Prepare to implement options 	<ul style="list-style-type: none"> • Implement options if Admissions / Registration proceeds.
<i>3d. Examinations</i>	<ul style="list-style-type: none"> • Develop alternative assessment arrangements • Delay examinations • Other 	<ul style="list-style-type: none"> • Further develop alternative assessment arrangements • Delay examinations • Other 	<ul style="list-style-type: none"> • Cancel examinations, implement alternative arrangements. 	
<i>3e. Computer network</i>	<ul style="list-style-type: none"> • Apply Network Services BCP 	<ul style="list-style-type: none"> • Apply Network Services BCP 	<ul style="list-style-type: none"> • Apply Network Services BCP 	<ul style="list-style-type: none"> • Apply Network Services BCP

<p>3f. HR policies</p>	<ul style="list-style-type: none"> Review flexible working and other arrangements and policies to facilitate increased flexibility of work. 	<ul style="list-style-type: none"> Review and modify flexible working and other arrangements and policies to facilitate increased flexibility of work. 	<ul style="list-style-type: none"> Inform staff of modifications. 	<ul style="list-style-type: none"> Implement modifications.
<p>3g. Accommodation and Catering</p>	<ul style="list-style-type: none"> Identify numbers of students likely to be unable to travel home in the event of a flu pandemic. Identify buildings to be used to house students which will minimise risks of spread of infection but can provide essential services. Calculate number of staff required to maintain essential services to students including catering during a flu pandemic wave. Calculate supplies required to sustain normal operations for residual students and staff. Consider obtaining PPE for staff performing essential work that could bring them into contact with infected people. 	<ul style="list-style-type: none"> Identify staff to maintain security and essential services for residences remaining open. Check availability of supplies required to sustain normal operations during a pandemic flu wave at Residences, Student Support Services and EMT locations. Check availability of PPE required to protect staff likely to come into contact with infected people. Agree with Student Support Services and Estates building(s) to be used to isolate sick students. 	<ul style="list-style-type: none"> Brief staff on contingency plans, and personal protection actions, in the event the University closes and that Student Housing will be required to house students unable to travel home. Obtain critical catering, PPE and other supplies. Inform all students that in the event of University closure all belongings must be taken away. Inform students who will be staying of the arrangements, what they should do in the event of illness and what provisions they should obtain. 	
<p>3h. Student Support</p>	<ul style="list-style-type: none"> Consider what support may be required before, during and after a pandemic. Review critical procedures. Check student address 	<ul style="list-style-type: none"> Student Services to input Obtain PPE considered necessary for face-to-face contacts with potentially infected students. Check access to cash for students with Finance. 	<ul style="list-style-type: none"> Student Services to input 	<ul style="list-style-type: none"> Student Services to input

	and mobile phone number list.			
<i>3i. Campus and Residences Security</i>	<ul style="list-style-type: none"> Identify actions and staffing necessary for security and protection of all buildings. 	<ul style="list-style-type: none"> Prepare to implement actions necessary for security and protection of all buildings 	<ul style="list-style-type: none"> Prepare to implement actions necessary for security and protection of all buildings. 	<ul style="list-style-type: none"> Implement actions necessary for security and protection of all buildings.
<i>3j. Estates Maintenance</i>	<ul style="list-style-type: none"> Identify essential operations that have to continue during a pandemic flu outbreak. Identify key workers to be contacted in the event of an emergency requiring attendance. 	<ul style="list-style-type: none"> Brief key workers required to work during a pandemic if the University closes. Check on availability of critical spares. 	<ul style="list-style-type: none"> Stock up on essential supplies where available / practicable 	<ul style="list-style-type: none"> Implement emergency breakdown and maintenance plan.
<i>3k. Communication with staff, students and media</i>	<ul style="list-style-type: none"> Head of Marketing and Communications to determine 	<ul style="list-style-type: none"> Head of Marketing and Communications to determine 	<ul style="list-style-type: none"> Head of Marketing and Communications to determine 	<ul style="list-style-type: none"> Head of Marketing and Communications to determine
<i>3l. Cleaning Services</i>	<ul style="list-style-type: none"> Consider obtaining PPE for staff performing essential work that could bring them into contact with infected people. 	<ul style="list-style-type: none"> Identify actions and staffing necessary to maintain cleaning for buildings until closure. Check availability of critical materials and PPE required to protect staff likely to come into contact with infected people. 	<ul style="list-style-type: none"> Stock up on critical supplies where available / practicable. 	<ul style="list-style-type: none"> Implement plan
<i>3m. Finance</i>	<ul style="list-style-type: none"> Apply Finance Dept BCP 	<ul style="list-style-type: none"> Apply Finance Dept BCP 	<ul style="list-style-type: none"> Apply Finance Dept BCP 	<ul style="list-style-type: none"> Apply Finance Dept BCP
<i>3n. Student Union Activities</i>	<ul style="list-style-type: none"> Apply SU BCP 	<ul style="list-style-type: none"> Apply SU BCP 	<ul style="list-style-type: none"> Apply SU BCP 	<ul style="list-style-type: none"> Apply SU BCP
<i>3o. Loss of Key Staff</i>	<ul style="list-style-type: none"> Identify ex-staff who could 			

	be called in to assist with Business Continuity			
<i>3p. Call Centre</i>	<ul style="list-style-type: none"> • Contact trained Call Centre call handlers • Set up emergency website for information for call workers 	<ul style="list-style-type: none"> • Set up call centre in pre determined location • Place Call Centre call handlers on standby • Check food and drink arrangements with Catering Manager 	<ul style="list-style-type: none"> • Brief call handlers 	<ul style="list-style-type: none"> • University Call Centre to set up formal liaison procedure with Head of Marketing and Communications

B2b Meningitis

MENINGITIS CONTINGENCY PLAN

1. Introduction

Because of the occurrence of cases of meningitis on campuses, all HEIs are aware that outbreaks place great stress on students and staff. Whilst such events are very rare it is essential that the University has a contingency plan in place. This action plan will ensure that there are:

- Good channels of communications between students, staff and the public
- Effective support arrangements
- Effective links to public health and local GPs
- Access to authoritative advice on the management of meningitis

2. Trigger for Action

A single case of meningitis requires antibiotic treatment for those who have been in close personal and prolonged contact with the patient, for example, family and close friends. A second confirmed case of the same type of meningitis constitutes an outbreak and is a trigger for emergency contingency procedures to be put in place by the Health Authority.

3. Communication

It is vital that there are clear lines of communication: with meningitis there can be a significant time lapse between the appearance of a possible case and confirmation. The action plan, therefore, requires that:

- a) Contacts with the media should be handled by the Consultant in Communicable Diseases Control in Avon Health Authority (contact through the Fairfield Practice). This would need to be in conjunction with the University's Head of Marketing and Communications, Mrs Tessa Alton. These two will need to work closely together, as parents are likely to contact the College direct.
- b) Students and staff are kept informed as much as possible, subject to the need for personal confidentiality. The BSU website and email will be the main sources of information to students and staff within the University. Posters and/or flyers will augment this, especially for those without access to the website.
- c) The National Meningitis Trust can provide emergency telephone exchanges on site to deal with calls from anxious parents etc (Tel: 01453 751738, supporting line 0345 538118).
- d) A helpline for external communication will be set up.

4. Contacts

The main points of contact are:

- At the Fairfield Medical Practice, Dr Jeremy Gilbert (contact telephone number 01225 331616). Dr Gilbert would be the point of contact for the University with, in effect, the NHS. This would include other GPs if the affected student were not registered with the Fairfield Practice.
- At the University, Dr Alun Thomas, Deputy Vice Chancellor (contact telephone 01225 875735, email a.thomas@bathspa.ac.uk). Or email to meningitisalet@bathspa.ac.uk

These two people will be responsible for co-ordinating the work inside their respective organisations.

Within the University a member of the Chancellery, normally Dr Alun Thomas, will always be contactable in case of an outbreak. A member of Registry will also always be available so that the student database can be accessed. All inquiries from parents and students should be directed to Dr Alun Thomas in the first instance.

5. Location for Vaccinations

If the need for vaccinations arises, the Refectories at Newton Park and Sion Hill will be the venues. The vaccinations themselves will be dealt with by the Public Health Communicable Disease Unit.

6. Checking for Cases

A system of reports by senior students from the houses for which they are responsible will be activated using house representatives.

7. Fairfield Park Attendance

Dr Gilbert would suspend normal practice responsibilities and attend at least twice daily at the University to deal with suspected cases.

8. Incident Control Team

There is a need for a team who will meet regularly during any outbreak to collate all our actions. This team will comprise: Dr Gilbert, Dr Thomas and a member of the Communicable Diseases Control Unit.

Whilst the website should serve to communicate general information there is a need to vary the type of information according to the target group, such as students in the same residence; those in residences on the same site; those on the same course.

The incident control team may well need to call in assistance from, for example, the HR Department to help disseminate information to staff groups, and provide other administrative help such as recording data.

Annex B3 Exposure Containment including Environmental Incidents

The following information details the immediate actions that should be taken in the event of an unplanned, uncontrolled occurrence, in order to contain and/or minimise contamination. This could present a high risk of endangering individuals, the greater population and/or the environment. In line with the Management of Health and Safety at Work Regulations all significant risks need to be assessed and suitable control measures implemented. Therefore, the implementation of the emergency plan should be a rare occurrence and is likely to be triggered by an unforeseeable event such as a mechanical failing within a system or an input from an external factor.

Remedial actions below are to be taken in conjunction with BSU's Corporate Emergency Management Procedures.

Environmental / Health and Safety Incident	Source and Impacts	Remedial/Preventive procedures
<p>Asbestos 1 Discovery of a material you suspect may be asbestos which is in good, undamaged condition.</p>	<p>As required under the Asbestos at Work Regulations 2006 the University maintains an asbestos register that identifies the type, the location and the condition of asbestos within University premises. Any persons, including employees and contractors who intend to carry out physical work on the fabric of any BSU buildings must refer to the register which is freely available from the Property Services website.</p> <p>Given the age and condition of many of the Universities buildings, along with the acquisition of new sites, it is possible that asbestos containing materials may be found that are not included in the register.</p>	<p>Check the BSU Asbestos Register. If the material does not appear on the register, you should contact Property Services who will, along with the SHE office investigate and decide what further action needs to take place.</p> <p>If it is suspected that an asbestos containing material (ACM) is present, and is vulnerable to damage, testing will be carried out by an external UKAS accredited laboratory. If the material is in good condition, and can remain in situ, it may be that no further action is required other than inclusion on the Asbestos Register. However following a risk assessment it may then be decided that the material should be encapsulated or removed.</p> <p>If construction work is being undertaken that requires removal of the asbestos, work should stop, and a licensed contractor should be appointed to remove the material. Work in the area should not recommence until a clearance certificate has been issued to Property Services.</p>
<p>Asbestos 2 Damage to asbestos (or suspected asbestos).</p>	<p>Damage to ACM's releasing asbestos fibres into the atmosphere may occur during construction work, including demolition and refurbishment or from general degradation. Before any person carries out work involving</p>	<p>If under any circumstances you discover damaged asbestos you should stop what you are doing and move away from the area:</p>

	<p>drilling, boring or breaking the fabric of the building in any way, they must refer to the BSU asbestos register.</p> <p>Inhalation of asbestos fibres can lead to Asbestosis, Mesothelioma and Lung Cancer</p>	<p>You should not attempt to clean up dust or debris, and any contaminated tools should not be removed</p> <p>Property Services must be contacted immediately and the area sealed off to all persons. Property Services should advise the SHE office of the incident</p> <p>A list of the persons involved in the incident must be recorded</p> <p>Property Services will decide upon the immediate course of action including the extension and security of the cordoned off area, evacuation of neighbouring personnel, and removal and clearance of the site by a licensed contractor</p> <p>The Health and Safety Adviser will complete an investigation into the incident and publish any recommendations</p> <p>The contaminated area should remain securely sealed until a clearance certificate has been issued.</p> <p>Where levels have exceeded the CAR Control limit The SHE office must be advised and they will report the incident to the HSE under RIDDOR.</p> <p>Where an employee has potentially been exposed to asbestos they should be advised in writing, and details maintained on their personal records by Human Resources. It may be necessary to refer certain individuals to occupational health to fully discuss any concerns, and allay any anxiety.</p> <p>Records of exposure must be kept for 40 years.</p> <p>When the incident area is under the control of a Principal Contractor the responsibility for reporting will lie with the contractor</p>
Biohazards	There are no activities (student and /	If you have been diagnosed with

	<p>or staff activities) that ordinarily take place at BSU that present a high biohazard risk to warrant inclusion in the Emergency Contingency Plan. However, it is possible that individuals may contract contagious diseases and viruses which could compromise the normal operation of the University.</p> <p>Notification of a number of specified infectious diseases is required under the Public Health (Infectious Diseases) 1988 Act and the Public Health (Control of Diseases) 1988 Act.</p> <p>Acute encephalitis Acute poliomyelitis Anthrax Cholera Diphtheria Dysentery Food poisoning Leptospirosis Malaria Measles Meningitis; all types Meningococcal septicaemia (without meningitis) Mumps Ophthalmia neonatorum Paratyphoid fever Plague Rabies Relapsing fever Rubella Scarlet fever Smallpox Tetanus Tuberculosis Typhoid fever Typhus fever Viral haemorrhagic fever Viral hepatitis; all types Whooping cough Yellow fever</p>	<p>any of the infectious diseases listed, your doctor has a duty to report it the Local Authority and will advise you of what actions to take. You should advise your line manger who will pass the information on to HR. HR will then advise the SHE Office who will investigate the possible source of infection. A decision should then be made by the Deputy Vice Chancellor as to whether or not the emergency planning team need to be convened.</p>
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<p>Spillages, Discharges to the environment</p>	<p>Diesel/petrol and fuel spillages and discharges to surface and ground water. Discharges and spillages can result from petrol, oil, salt grit washed away from vehicles, car parks and roads. Discharge can also result from accidental spillage from fuel storage sites to surface and ground water bodies.</p>	<ol style="list-style-type: none"> i. Report incident to Emergency Management Team and follow emergency procedure ii. Source of spillage is to be contained immediately; access to the site of incident is restricted and controlled iii. Wessex Water must be notified of incident if pollution enters sewers and
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		<p>Environment Agency if pollution enters surface or ground water bodies</p> <p>iv. EMS and Health and Safety procedures for this occurrence is to be reviewed</p>
Fuel Explosion	<p>Diesel/petrol explosion can result in emission of CO₂ and NO_x gases into atmosphere – this increases the risk of global warming, contributes to acid rain and thus having an effect on vegetation, aquatic animals and infrastructure.</p>	<p>i. Contact emergency services to contain situation and secure life and property</p> <p>ii. Report incident to Emergency Management Team and follow emergency procedure</p> <p>iii. Report incident to Environment Agency</p> <p>iv. EMS and Health and Safety procedures for this occurrence is to be reviewed</p>
Weather Events		
a) Flooding resulting from extreme weather events;	<p>1. Extreme Rain – this can result in erosion of top soil, overflowing of sewers resulting in contamination of land, destruction of habitat, lakes overflowing its banks.</p> <p>2. Extreme Snow – Snow melt can result in runoff, over saturation of soil with water, lakes overflowing its banks.</p>	<p>i. Monitor weather warning and anticipate incident</p> <p>ii. As a prevention, ensure all drainage channels and sewers are regularly monitored and are flowing freely</p> <p>iii. Report incident to Emergency Management Team and follow emergency procedure</p> <p>iv. Restrict access to site or close site except to essential services</p> <p>v. Where possible erect temporary dykes (levee) at points of overflow</p> <p>vi. Wessex Water must be notified of incident if pollution enters sewers and Environment Agency if pollution enters surface or ground water bodies</p> <p>vii. Refer to Health and Safety procedure for this emergency</p>
b) Extreme low temperatures	<p>Extreme low temperatures over long periods can affects species population, create an imbalance in the ecosystem, freezing of lakes for long periods, increased use of energy for heating in buildings</p>	<p>i. Monitor weather warning and anticipate incident</p> <p>ii. Report incident to Emergency Management Team and follow emergency</p>

		<p>procedure</p> <p>iii. Restrict access to site or close site except to essential services</p> <p>iv. Refer to Health and Safety procedure for this emergency</p>
c) Extreme high temperatures	<p>Can result in decreased water levels for lakes, possible eutrophication of the lakes, reduced nutrient content in the soil, drought, death of livestock, increased risk of insect borne diseases, risk of forest fire and fumes; drop in water supply, increased demand for domestic water consumption, risk to human health (dehydration, skin burns and skin cancers)</p>	<p>i. Monitor weather warning and anticipate incident</p> <p>ii. Set up rain water collection systems for irrigating the grass</p> <p>iii. Report incident to Emergency Management Team and follow emergency procedure</p> <p>iv. Ensure available water is conserved as much as possible</p> <p>v. Ensure drinking water is readily available to all</p> <p>vi. Avoid meeting in large groups in an enclosed space.</p> <p>vii. Avoid all meetings except essential meetings</p> <p>viii. Refer to Health and Safety procedure for this emergency</p>

Annex B4 Fires, Floods, Storms including failure and severe weather

Following any fire or flood damage immediate advice will be sought from BSU insurers appointed loss adjusters. Following any catastrophic damage to property BSU insurers appointed loss adjusters will give advice regarding the provision of temporary hire of buildings being brought to site or possible relocation of the damaged buildings' activities to enable business continuity to be maintained. BSU estates department will seek guidance on what activities can be immediately progressed to recover the situation in an efficient and cost effective manner.

Note

Approved contractors will be appointed by the insurers to carry out any works

Fires

1. Fire detection will be automatic and limitation of spread and containment provided via automatic closure of fire doors. Activation of intumescent seals will be automatic effectively sealing up the doors.
2. Isolation of building services: electricity, gas and water will be carried out by the Estates department where possible. If not possible for safety reasons advice will be provided to the emergency services on the location of isolation points should these not be obvious.
3. Provision of information to the fire brigade regarding stored materials including: chemicals, pressure vessels i.e. gas/ oxygen bottles, location of any known asbestos containing materials, and installed automatic fire suppression equipment.
4. Advice guidance and assistance from the fire brigade and specialist advisors will be sought.
5. Structural damage of the building will be assessed by insurers loss adjustors appointed structural engineers and guidance regarding any required demolition or temporary shoring and support given.
6. When safe to do so clean up operations will commence by insurers appointed contractors taking into account any contamination issues.
7. Disposal or specialist fire damaged recovery of equipment etc will commence upon advice from insurers and by their specialist contractors.
8. Demolition or repairs will commence upon instruction from insurers.
9. Implementation of any alternative arrangements commenced upon instructions from Insurers.
10. Communicate to all staff actions being taken

Floods

For clarity the type of flood is assumed to be a major flood to a building, or site wide. Smaller floods such as pipes and storage tank bursts should be addressed dependant on the scale of flooding and impact on building services.

Without risk to health the following should be considered actionable where possible:

1. Grounds staff to open the lake sluice gates to encourage maximum escape of flood waters.
2. Relocate easily movable items such as PCs, files etc to higher ground utilizing or upper floors utilising available staff where possible or contractors. Minimise flooding by boarding up and sealing openings, sandbagging where possible and the use of expanding foam if practicably possible.
3. Isolate all services electrical, gas and water supply to the building. Fire alarms will keep sounding until inbuilt battery life has expired. Emergency lights will stay on until inbuilt battery life has expired.
4. Ensure surface water drains are not blocked and kept free of obstruction to maintain continued run off and discharge.

5. Engage contractors to pump out of flooded buildings concurrently with any emergency services.
6. Minimise any possible contamination from stored equipment.
7. Contamination from flooding will always be a possibility from foul drainage discharge and precautions taken using personal protective equipment (PPE). Contaminated (PPE) should be disposed of in sealed bags by our current licensed waste disposal company SITA upon completion.
8. Drying of the building fabric with dehumidification and blowers should be carried out. This will be authorised by the insurers and a specialist firm appointed.
9. Structural checks and surveys will be carried out to ensure the structural integrity of flooded buildings has not been compromised.
10. Temporary electrical supplies off generators will be provided and testing of all building services will be carried out before reinstatement and making live.
11. Communicate to all staff actions being taken

Severe weather

1. Monitor weather reports for predictions and severe risk warnings.
2. Preventative damage limitation measures should be undertaken if flooding is a possibility. Action will be taken to board up and seal openings, sandbagging placed in strategic positions to divert water flow and where possible the use of expanding foam in building under floor vents.
3. If heavy snow is forecast, then access roads and pavements will be gritted from existing stocks of grit maintained on site. Additional stock supplies are readily available should the need arise.
4. If structural damage is possible from high winds then boarding up and tying down vulnerable exposed equipment and portable buildings should be considered as damage limitation.
5. Communicate to all staff actions being taken

Annex B5 Internal and External Communications including Reputation Management

1. Introduction

- 1.1 This crisis communications plan forms part of Bath Spa University's Emergency Management Procedures, and outlines the actions to be taken in crisis situations in order to communicate appropriately with relevant audiences, and to help protect Bath Spa's reputation.

2. Characteristics of a crisis

- 2.1 The response to different types of crisis will depend on their severity. Low level 'crises' may include situations with no external agency involvement, and only short-term or localised threat to Bath Spa's reputation. These would normally be dealt with through existing mechanisms (for example, disciplinary procedures or customer care/complaints policies).
- 2.2 Crises of a more serious nature will require the attention of the Emergency Management Team (EMT). These are unplanned and untimely incidents of a serious nature that may attract adverse media attention once they become public knowledge. A crisis is often (but not always) characterised by surprise, a lack of information, loss of control, stakeholder enquiries, a short-term focus, and a siege mentality.
- 2.3 Issues may start as a low level risk but be elevated to crisis category through rumour, complaints, low morale, rapid change, or inappropriate corporate response.
- 2.4 In times of crisis, and the attendant intrusive media interest, institutional behaviour will be under particular scrutiny (and corporate loyalty may not be automatic).

3. Key principles

- 3.1 In a crisis situation key messages must be established, and must be reinforced consistently.
- 3.2 The media is a key audience, but other audiences must also be identified and addressed. In addition to those directly affected, audiences may include staff, students, parents, educational partners, governors, the local community, business partners, visitors, families, neighbouring organisations, traders and suppliers, the general public, funding bodies etc.
- 3.3 The stance of the media will vary depending on whether the crisis is outside Bath Spa's control (such as a disaster) or within its control (such as a scandal). There is no obligation on the media to adopt an impartial position, and they can easily become 'opponents'. The media will generally adopt a neutral stance in the first instance, but may well become hostile in the face of a slow or unhelpful response, or if information is unjustifiably withheld.
- 3.4 If official information/statements are not forthcoming, the media will obtain information from other, possibly unreliable, sources (notably students, but also staff, emergency services, unions, eye witnesses), resulting in a loss of corporate control of the situation.
- 3.5 Communications must address the three main phases of any emergency situation: the crisis response; business recovery; and business as usual.

4. Crisis scenario planning

- 4.1 A crisis will not always happen suddenly or dramatically – it may escalate from what starts as a small local difficulty (such as an isolated incident with a member of staff leading to a major industrial relations problem).
- 4.2 In addition to the type of major emergency situations outlined in the Emergency Management Procedures there are other scenarios that would require crisis communications management:
- Student related – both groups of students (for example, out of control or misbehaving; students versus staff issues) and individual students (for example, criminal incidents, sexually/racially motivated incidents)
 - Staff-related (for example, scandals affecting senior members of staff)
 - More general ‘marketplace’ education issues (for example, major quality issues, courses closing, exams disrupted, closing campuses, admissions policy issues).

5. Responding to the crisis

- 5.1 The Emergency Management Procedures outline the definition of events as major incidents requiring the convening of the EMT or specific incidents requiring the convening of Specific Incident Management Teams (SIMTs).
- 5.2 The management of all incident responses – of whatever level – must include an assessment of requirement for internal/external communications and reputation management.
- 5.3 A separate Information Centre may be required on campus housing representatives of the emergency services and used for news conferences

6. Messages

- 6.1 Messages to all audiences affected by the crisis must be consistent, credible and co-ordinated.
- 6.2 Media questions must be anticipated about what has happened, why it has happened, and what we are doing about it.
- 6.3 The main spokesperson for communicating with TV/radio should be the Vice-Chancellor, with other members of VCG acting as deputies in his absence and to cover heavy demand, as appropriate. All must be media trained. Note – spokesperson not to be used until fully prepared (statements can be used as a ‘holding’ measure)
- 6.4 The Head of Marketing and Communications will act as a focal point for contact with the media, and for issuing statements.
- 6.5 A shortened approval process must be introduced for external and internal communications (online and offline) to ensure speedy response (Head of Marketing and EMT Leader)
- 6.6 It may be appropriate to use ‘friends’ of BSU (community or business links, for example) to reinforce key messages and provide 3rd party endorsement.

7. Communication channels

- 7.1 The internal audience of staff and students must be kept informed about events (both during the crisis and afterwards). Word of mouth is a potent form of communication, and staff and students can spread inaccurate information very quickly. There is also a likelihood of instant spread of information (possibly inaccurate) through new media channels (mobiles, social networking sites etc) and of 'citizen journalism' using mobile phone video technology.
- 7.2 Communications channels should reflect the audience requirements. A variety of channels should be used, bearing in mind that not all may be available at all times. These will include electronic methods such as email, websites, electronic notice boards; paper-based methods such as letters, notice boards, news bulletins, briefing notes; and personal briefings. In the event of IT systems failure paper-based methods will be used until the restoration of systems. In the immediate aftermath of a major emergency loudhailers (held in the emergency kits) will be used by the most appropriate person on the scene – likely to be the Head of Security.
- 7.3 The Vice-Chancellor or his designate will undertake personal communications in the form of telephone briefings to key stakeholders
- 7.4 In the event of an emergency a crisis hotline will be set up by Network Services for external communications and the Head of Marketing & Communications will lead/advise on briefing staff manning the emergency lines in order to ensure consistent and accurate messages to external audiences (see 8 below for Response to Media). All calls will be logged. Staff should be aware that in addition to legitimate calls from family/friends there will be other callers taking advantage of the situation. In the event of an overwhelming volume of calls voicemail messages (and email messages) should be left directing enquirers (for example) to the website for update information.
- 7.5 A special version of the BSU website will be prepared in advance to take over in the event of an emergency, including an emergency 'alert box' on the home page for the first announcement linking immediately to another page with more information. A 'light' version of the website will be pre-prepared, reducing navigation to pertinent information about BSU, contact numbers etc only, to avoid the website crashing through overuse (with plans for back-up servers if necessary). The website design will be adapted and modified as the emergency develops. The post emergency phase is an important one, providing an important message to the outside world of the 'business recovery' and 'business as usual' phases.
- 7.6 If appropriate a (moderated) message board should be established allowing people to post messages of sympathy etc
- 7.7 Social networking sites must be monitored for content and 'official' information added as necessary
- 7.8 If appropriate a podcast from the VC will be added to the website.

8. Response to the media

- 8.1 Before concrete information is to hand a holding statement should be prepared, giving what facts are available, and promising to provide an update at an agreed time. The statement should include whatever background information is available in order to fill the vacuum. Providing no comment at all is likely to be interpreted as secretiveness (although in some instances this may be the only appropriate response).

- 8.2 This will allow the EMT to assemble more facts and assess the position, identify the audiences and key messages, and brief relevant people.
- 8.3 If the crisis situation involves the emergency services, close liaison with their PR function will be required to co-ordinate press statements.
- 8.4 In some situations legal advice will be sought at an early stage, and this may caution against any admissions of liability. However, an expression of regret does not automatically imply responsibility, and a human face and a message of sympathy/concern may well have a long-term beneficial effect on Bath Spa's reputation.
- 8.5 Each crisis scenario will require an assessment of the public view in order to tailor messages accordingly. It is important not to speculate on the causes of the crisis, but maximum transparency in communications is the general aim.
- 8.6 Even in situations where it may not be possible to win the debate on the risk/fault there will be a need to communicate in appropriate terms to appropriate audiences to alleviate anxiety and build up trust.
- 8.7 A press hotline will be set up by Network Services if appropriate, to be manned by a rota of Marketing & Communications staff (well briefed). All calls will be logged.
- 8.8 EMT must be prepared for high (at times overwhelming) levels of press interest; the media will seek information from any source possible, not just official sources – often using ruthless tactics. Staff must be reminded of the need for centralised press liaison.
- 8.9 Depending on the circumstances press conferences may be best avoided to prevent the media coming into contact with staff and students on campus. In sensitive situations it may be preferable to deal with the media on an individual basis. In other instances media contact may be facilitated through the Press Association. In the event of a major incident where press conferences are necessary to cope with demand, the identified Communications Information Centre will be used (and all conferences recorded).

9. Action plan

- 9.1 The following check list should be employed for communications once a crisis situation is identified:
- draft and issue a holding statement, if appropriate (in some instances the best course may be to say nothing)
 - inform/advise EMT
 - advise VC on telephone briefing to key stakeholders
 - collect evidence to assess the position (including public opinion) and establish the issues
 - decide the strategy (high or low profile)
 - allocate roles and responsibilities (spokesperson, hotline rotas, social networking monitoring, emergency services liaison, etc)
 - agree when spokesperson should be presented to media (issue holding statements until that point)
 - identify the audiences (in addition to the media this may include staff, students, parents, other education establishments, governors)
 - decide on the messages (anticipate questions and prepare answers)
 - prepare a (flexible) communications plan with timescales in order to deliver the messages as planned, using identified channels, with consistency and co-ordination
 - agree shortened approval process for communications
 - post the website alert and activate the 'light' website, if appropriate

- brief relevant people, including staff taking enquiries
- remind staff of the media policy (no independent media interviews to be provided)
- log all enquiries and answers
- log the issues of all messages and press statements and keep EMT informed
- put in place voicemail and email messages for automatic responses, referring to website (or alternative) for further information.
- agree logistical issues, including any need for a Communications Information Centre
- decide if news conferences will be required. If not, prevent media and public from coming onto campus.
- if another agency is involved (eg police, medical) check their media policy and co-ordinate responses
- Set up website messages board and identify moderator.
- Prepare VC podcast for website
- identify groups/opinion leaders who might support/advance our position
- agree the extent of stakeholder involvement
- liaise with Head of HR and/or Student Support over NoK notification. Liaise with police over timing of official lists of casualties etc (monitoring online chatter prior to official release)
- arrange photographic record of events (ie BSU's view of events, not the media's view)
- maintain good will wherever possible – thank you messages to staff/students etc
- prepare and deliver a post-crisis communication plan to invoke in business recovery and business as usual phases (including phased return of website, VC 'roadshow', special newsletters, VIP visits etc) to help restore confidence and maximise good will from all stakeholders.
- evaluate once the crisis has passed to determine actual versus intended results of communications response
- implement reputation repair strategies if serious reputational damage has been suffered (including apology/compensation strategies).

Annex B6

Major Travel Incident/Curtailed Access

In the event of a major travel incident curtailing access to BSU, it is assumed for the purposes of these procedures that a travel incident has happened on one of the two access roadways leading to Newton Park i.e. Corston or Newton drives. In such an event road closed signs and diversion signs will be placed advising of the need to access the site by the alternative available route.

Accidents off BSU demise and on the public highway will be subject to control and advice from the emergency services. During such an incident and if requested, use of BSU facilities will be made available automatically for the emergency services.

Annex B7 Main Services Failure

Electricity

In the event of total loss of mains supply from our current utility provider Western Power Distribution (WPD) the BSU 400 KVA (320 KW) stand-by generator will start up automatically and be running providing a backup supply within 20 seconds. This will maintain the essential supply to all critical site services at Newton Park. In the interim between loss of supply and 20 seconds, the essential supply will be provided by the uninterruptable power supply (UPS) which is capable of providing a 10 minute battery powered duty supply. The 10 minute supply has been derived by calculation. The UPS is owned by BSU and located at Newton Park.

The stand-by generator is capable of running for prolonged periods and almost indefinitely should there be no unexpected mechanical fault with generator which is routinely tested and regularly serviced, and there being no shortage of fuel. The stand-by generator has its own primary fuel tank which this is backed up by a secondary larger fuel tank with a reserve holding of some 4800 Litres.

In the event of investigation or notification from WPD that the supply is expected to be a prolonged outage of many hours, then three reserve generators – one to back up the stand-by generator - will be hired from the BSU preferred supplier Power Systems Limited based in Bristol. This should be negotiated with Power Systems Limited to ensure BSU can be supplied with a generator/s during such a time when numerous other corporate bodies will be placing the same demand on the supplier.

When the generator/s arrives at Newton Park, they will be connected by electrical contractors familiar with BSU HV/LV network system and immediately brought on line as a back up. Contractors will be used because presently there is no in-house expertise capable of undertaking this work.

The size of the hired in generator/s should be determined at the time and will be dependant on the capacity/demand of supply required which, will also depend on the time of year. There is no requirement for WPD to supply generators during such an event. The mechanism will be to seek financial compensation through the supply agreement for loss of supply. WPD is obliged to reconnect supply in the quickest possible time.

Gas

In the event of total loss of gas supply, there is little that can be achieved. Certain safety devices will have operated such as supply slam shut valves and gas isolation safety shut off valves on boilers. Gas is use for all at Newton Park heating and cooking in the refectory kitchens except for cooking in residences, which is by electric.

Presently BSU does not have any gas storage and will be without gas until the mains supply is restored. In the event of a sustained loss of supply and where practicably possible, electrical support equipment such as heaters, blowers and cookers can be utilized.

Doors and windows should be kept shut to prevent unnecessary heat loss from buildings. The supply and use of electric oil filled supplementary heaters from existing stock should be monitored and controlled to prevent any possible over loading of the supply thereby causing electrical LV mains failure. The ability to purchase further stocks should this be necessary will depend on the availability of local supplies.

Water

In the event of sustained loss of mains water supply from the supplier Bristol Water, and if considered necessary, water bowser can be hired to maintain a fresh drinking water supply on a large scale and bottled water can also be purchased. Bowser supplied water is usually provided free of charge for domestic use however, the legal obligation for Bristol Water to provide Bowser supplied water to BSU will depend on the water supply agreement.

Certain buildings operating off a centralised (networked) heating system have water storage top up tanks that will enable heating to be maintained but all boilers should be closely monitored during such an event. Other decentralized (non-networked) boilers are on a sealed system which should give no short term problems. Use of toilet facilities in particular flushing of WCs will be severely impeded because cisterns will not fill once emptied being off mains water supply. Use of WCs and urinals can remain operational with reduced manual flushing utilizing bowser supplied water or any identified supply and capture of grey water. This method is labour intensive. Use of showers and washing facilities in general will not be available.

Due to the possibility of contamination of the mains from loss of supply and pressure, when supplies are restored cold water taps should be run for a few minutes until clean water is seen.

Risk Assessment

The main risk to computing services and the measures taken to reduce these risks are as follows:

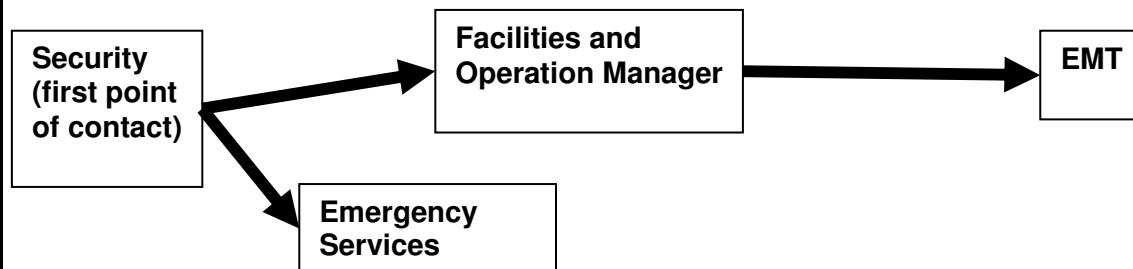
Risk	Risk reduction	Monitoring
Failure of data backup systems	Use leading, enterprise class product and test regularly	Backup log files are checked on each system each day to ensure that the backup ran successfully
Failure of disaster recovery system	Use leading, enterprise class product and test regularly	During the 12 months ending May 2007 Computing Services performed 53 full system disaster recovery tests and of these 49 were successful. Considering the complexity of these tests these results are considered to be very satisfactory.
Service failure due to erroneous system change	Use change control system	The change control system was introduced during 2006/2007 and more than 1400 changes have been controlled with it. A change can be anything from moving one cable in the network core to completely re-engineering the firewall.
Failure to understand ICT needs of staff or students	Listen carefully to relevant user groups and BSM	Staff know that they can rely on the BSM to listen to any concerns they have on IT matters and the BSM regularly reports back to other managers in Computing

Annex B9 Emergency Management Procedure – Quick Reference

Below are the quick steps to take in an emergency situation.

First on scene should:

- Determine whether a major or minor. If in doubt assume major
- If major, inform Security immediately (via 5555)
- Security will then take necessary steps to contain the incident/secure the site, and contact the appropriate emergency services (9-999)
- Security will inform Facilities and Operations Manager of incident. Manager will record an account of the incident and subsequently relay to the Emergency Management Team to inform follow on action where necessary (See Page 18: Annex A and Appendix 1 for list of Managers to contact)
- If minor, inform line manager who will then deal with the incident and report progress and outcome to Emergency Management Team.



See below contact details of Key EMT contacts

Lead	Contact Details	Deputy	Contact Details
EMT Leader & DVC Alun Thomas	a.thomas@bathspa.ac.uk	DVC Jon Brady	j.brady@bathspa.ac.uk
Director of Estates Carolyn Puddicombe	c.puddicombe@bathspa.ac.uk 07989 243296	Facilities and Operations Manager Steve Fair	s.fair@bathspa.ac.uk 07792 179227
Facilities and Operations Manager Steve Fair	s.fair@bathspa.ac.uk 07792 179227	Head of Security, Tom Bradbury	security@bathspa.ac.uk Quick dial #s from BSU landline: ext 1055 & ext 1075 07747898085 and 07795027441
Health and Safety Advisor Warren Cole	w.cole@bathspa.ac.uk		