LSE Major Incident Initial Response Plan

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

Introduction

Purpose

The purpose of the Major Incident Initial Response Plan (MIIRP) is to help the School respond to any major incident affecting the School campus or student residences. The first priority of any response to an incident must be to ensure the safety and wellbeing of people, followed by ensuring the security of property. There are a number of subsidiary plans and security protocols to support the MIIRP. These are also regularly reviewed to ensure our responsiveness to the changing environment and its potential effects on the School's operations and events.

Using the plan

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

Reviewing the plan and documenting the event

Once the incident has been closed a review will be undertaken to determine how the MIIRP performed and how it might be improved. For this reason, and in case of a legal enquiry into the events around a major incident, it is vital that a record of all actions and decisions is kept either during the incident or immediately after it. The School has a trained team of Record Keepers (pg 6, 1.2) for this purpose.

Contacts:

Veronique Mizgailo
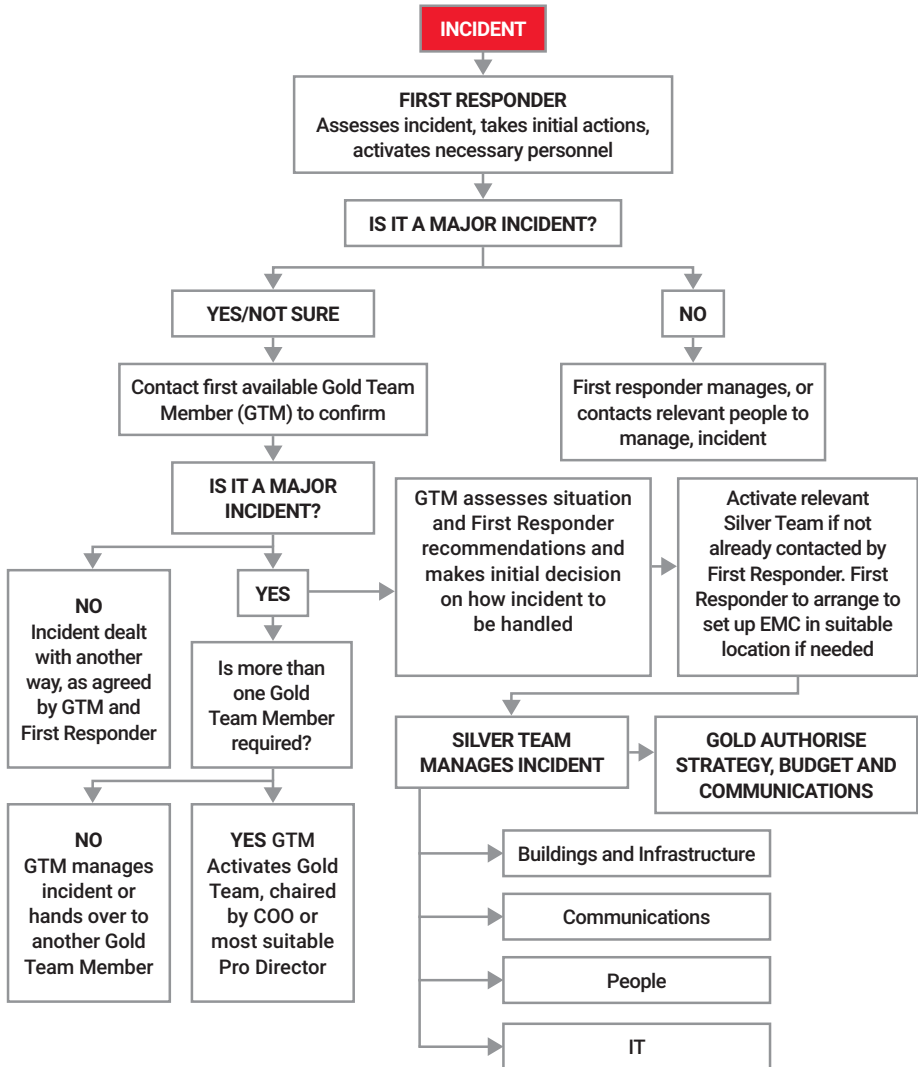Business Continuity
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How the MIIRP works

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                    INCIDENT
                       │
          ┌────────────┴────────────┐
          │     FIRST RESPONDER      │
          │ Assesses incident, takes │
          │ initial actions,         │
          │ activates necessary      │
          │ personnel                │
          └────────────┬────────────┘
                       │
            IS IT A MAJOR INCIDENT?
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INCIDENT

FIRST RESPONDER
Assesses incident, takes initial actions, activates necessary personnel

IS IT A MAJOR INCIDENT?

YES/NOT SURE

NO

Contact first available Gold Team Member (GTM) to confirm

First responder manages, or contacts relevant people to manage, incident

IS IT A MAJOR INCIDENT?

GTM assesses situation and First Responder recommendations and makes initial decision on how incident to be handled

Activate relevant Silver Team if not already contacted by First Responder. First Responder to arrange to set up EMC in suitable location if needed

NO
Incident dealt with another way, as agreed by GTM and First Responder

YES

Is more than one Gold Team Member required?

SILVER TEAM MANAGES INCIDENT

GOLD AUTHORISE STRATEGY, BUDGET AND COMMUNICATIONS

NO
GTM manages incident or hands over to another Gold Team Member

YES GTM Activates Gold Team, chaired by COO or most suitable Pro Director

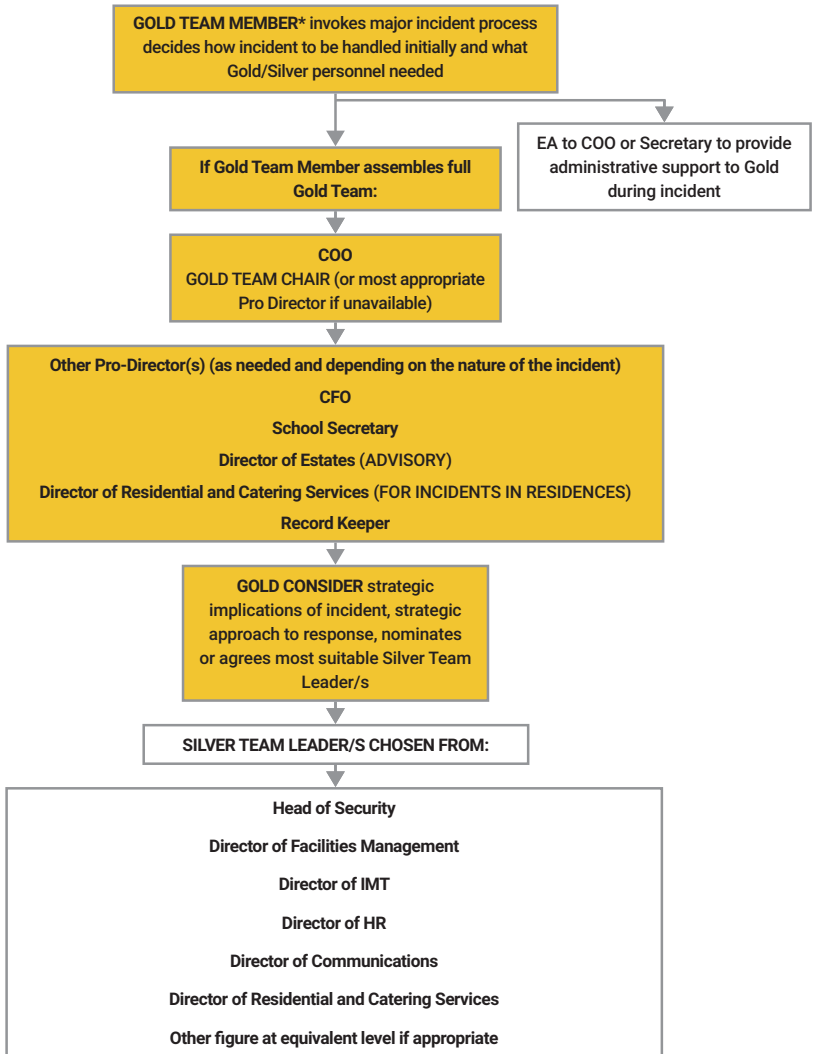Buildings and Infrastructure

Communications

People

IT

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

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

Gold and Silver Teams structure and roles

GOLD TEAM MEMBER* invokes major incident process decides how incident to be handled initially and what Gold/Silver personnel needed

EA to COO or Secretary to provide administrative support to Gold during incident

If Gold Team Member assembles full Gold Team:

COO
GOLD TEAM CHAIR (or most appropriate Pro Director if unavailable)

Other Pro-Director(s) (as needed and depending on the nature of the incident)

CFO

School Secretary

Director of Estates (ADVISORY)

Director of Residential and Catering Services (FOR INCIDENTS IN RESIDENCES)

Record Keeper

GOLD CONSIDER strategic implications of incident, strategic approach to response, nominates or agrees most suitable Silver Team Leader/s

SILVER TEAM LEADER/S CHOSEN FROM:

Head of Security

Director of Facilities Management

Director of IMT

Director of HR

Director of Communications

Director of Residential and Catering Services

Other figure at equivalent level if appropriate

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

SILVER TEAM MANAGES INCIDENT according to strategy determined by Gold Team

SILVER TEAM ACTIONS:

FIRST PRIORITY: protect life and welfare

SECOND PRIORITY: protect LSE buildings and property

Assemble appropriate Silver Team members

Arrange for a Record Keeper to be called

Nominate deputies for all key roles and decide team location

Ensure good crossover working between Silver Teams

Liaise with Emergency Services

Activate and direct Bronze Team

Determine School spokesperson and produce staff, student and press comms.

SILVER TEAM LEADER(S) appoint Silver Team liaison for Gold Team

Gold Team responsible for ensuring Director and other key School personnel, eg, Council are updated

Gold Team advises Silver Team as required and reviews strategy as incident demands change

Gold Team approves statements to staff, students and press prior to release

Gold Team assesses liability to School and approves emergency budgets

1. How the school manages a major incident

1.1 The flow charts on the previous pages sum up best practice.

1.2 The School mirrors the Gold, Silver and Bronze command structure and language of the emergency services to make it easier for us to deal with them. For LSE it means the following:

- **Gold Team** decides whether the MIIRP should be invoked and makes the strategic decisions, such as whether to close the campus. They may or may not need to be heavily involved as an incident develops, depending on its nature. Gold may in practice be a single member of the School's top leadership.

- **Silver Team** comprises the senior managers who manage a major incident within guidelines set by Gold and other authorities such as the emergency services.

- **Bronze Team** members comprise all other staff on whom Silver need to call during a major incident.

- **Record Keepers** are a team of staff trained to log decisions and track actions during an incident. Their records will be used in any subsequent enquiry and they are therefore a vital component of the Gold and Silver Teams.

1.3 Experience has shown that it is unwise to assume that the pre-designated Emergency Management Centres, the various pre-designated evacuation muster points or an emergency call centre will be needed or will be available and useable. The plan allows for them to be set up or used but does not require it.

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

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

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

a) The loss of access to, or the need to evacuate, one or more campus buildings or LSE student residences, except for straightforward and short-term incidents such as false fire alarms, minor floods, short lived power cuts etc.

b) Major damage or casualties on the Houghton Street campus or in an LSE residence, or a life-threatening emergency.

c) Contamination of the campus, an LSE student residence, and/or surrounding areas by a hazardous substance or agent.

d) Restrictions on movement in and around the Houghton Street campus or an LSE student residence, which is likely to disrupt the work of the School, eg, terrorist action on campus or in the surrounding areas.

e) Catastrophic disruption or damage to London's public transport system or infrastructure which impacts on the normal operation of the central School site or an LSE student residence, eg, bomb, flooding.

f) Catastrophic loss of utilities on the Houghton Street campus or in an LSE student residence, eg, prolonged loss of power.

g) A catastrophic IT failure, cyber attack or data breach, major loss of telephony/IT equipment, or major campus-wide outage of one or more key IT systems.

h) The unauthorised occupation of School premises.

i) Any other incident that significantly threatens the reputation of the School.

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

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

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

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

2.2 Reporting an incident affecting an LSE student residence:

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

NOTE: In urgent cases involving students there is an Out of Hours Support Group available up to 11pm each day. This group is organised by the Student Counselling Service to deal with issues around pastoral care. Contact details for the Out of Hours Support Group are held by the School's Security Control Room.

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

3. First responders: LSE Security or residence Duty Manager

3.1 **First responders to an incident may vary depending on the nature of the incident.** Whoever they may be it is important that they recognise they have the **authority and the responsibility** to act on their own initiative in the very first stages of an incident, before the Gold and Silver Teams have been activated, to ensure the safety of people and to mitigate the initial impact of the incident. They may do this on their own authority and in consultation with other relevant emergency response personnel, on the proviso that their decisions and actions are recorded and are reasonable based on the information available and the circumstances at the time. Staff should recognise that the First Responder is managing the incident until it is escalated and respect their authority and decisions accordingly.

- **For incidents affecting the School campus**, it is likely that in most cases LSE Security will be the first responders. In this instance the First Responder will be the Security Team Leader, who may hand over to the Security Duty Manager if the nature of the incident requires it.

- **For incidents affecting a School Residence**, the Duty Manager for the affected residence will usually be the First Responder.

- **However depending on the incident**, the first responder might be someone else, for example, a senior member of IMT if the incident is a major IT outage.

3.2 **The role of the First Responder** is to set in motion any emergency response, for example, calling the emergency services, authorising evacuations or lockdowns. The First Responder is authorised to take decisions in the first stages of an incident to assure the safety of those on or near the campus and minimise or mitigate its impact. This might include liaison with emergency services, setting up cordons and restricting access to areas of the School, evacuations, initial emergency communications via Twitter or the School's mass messaging system, etc. They will make the initial assessment of the incident and seek advice on invoking the MIIRP, alert other incident response colleagues (Gold/Silver/Bronze Team members) and arrange the set up of an Emergency Management Centre if one is needed and summon relevant Silver Team personnel to attend. They may also be asked for their recommendations in response to an incident. A First Responder may hand over their responsibilities to Gold or Silver Team colleagues as the incident progresses and should ensure they have a deputy who can relieve them for rest periods. **Any decisions/recommendations/actions must be documented for handover purposes and in case an inquiry follows the incident. These logs should be forwarded to the Silver Team Record Keeper and the Business Continuity Manager.**

3.3 If the First Responder judges that the incident is, or looks like becoming, a major one, or they are unsure, they should contact a Gold Team Member for instructions.

3.4 First Responders will be very busy as an incident breaks, but should try to remember six key things:

- The first priority is ensuring the safety of everyone in or near the affected location. Everything else, including the security of premises, comes second.

- They have the authority to make the necessary decisions needed in the very first stages of an incident, whether that is to close the campus, set up a cordon, or issue a mass communication, on the proviso that their decisions and actions are well documented and are reasonable based on the information available and the circumstances at the time.

- In the event of multiple fatalities and injury, the police will set up a Casualty Bureau. Get the number from them and pass it to the relevant Silver Teams (usually "People"), and the Gold Team Member. The Police will coordinate information on people believed to have been involved in the incident; reconcile missing persons; identify the deceased; and inform the next of kin. This is the sole responsibility of the Police and any queries should be referred to the Casualty Bureau. **Staff should not give out information on casualties and fatalities**.

- Although it may be difficult to remember in the heat of the moment, nominate someone to record all main actions and decisions. This could be very important to protect yourselves and others afterwards. These records should be forwarded to the Silver Record Keeper and the Business Continuity Manager.

- If it looks like the incident will last for some time, think early on about setting up a rota of colleagues to help. Don't burden one or a few people with the whole job.

- It may not be immediately apparent that the incident may become a major one. Keep an eye on the impact as invoking the MIIRP may be a decision that needs to be made further down the line by the Gold Team.

4. First responder: actions following invocation of the plan

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

- Contact any other personnel, eg, additional members of Gold and Silver, as directed by the Gold Team Member.

- If not already done, identify a suitable location for an Emergency Management Centre (EMC) if needed, arrange for its establishment and notify the Silver Teams and other relevant personnel as soon as possible.

- Ensure the EMC has a power supply, whether through usual utilities or through a back up generator, for charging mobile phones, laptops etc and that connection to the internet is available.

- Hand over incident management to the relevant Silver Team members as required by the situation.

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

5. The Gold Team Member: invoking the plan

5.1 For incidents on campus, the Gold Team Member will be the first available Gold Team member able to respond.

5.2 For incidents affecting the residences, the Gold Team Member will be the Director of Residential and Catering Services, or their deputy.

5.3 The Gold Team Member's role will be to:

- Assess the situation and make or authorise any initial decisions/strategies/budgetary or financial arrangements.
- Invoke the MIIRP, or decide whether another course of action should be employed.
- Decide whether one Gold Team member can handle the incident, and if so who, or whether other members should be called upon, and where they should work from, eg, the EMC, remotely etc.
- If necessary, and not already in place, nominate a Silver Team Leader to lead on the incident management. More than one Silver Team Leader may be needed to manage different aspects of the incident and the MIIRP aims to give this flexibility by providing for four Silver streams. For a list of possible Silver Team Leaders please see section 7.3.
- Ensure the Silver Team appoints a Record Keeper, and that they appoint a Gold Team liaison if needed.
- Arrange a Gold Team Record Keeper if needed at that point.
- Ask the First Responder to contact the relevant Silver Team members if they have not already been called in.
- Respond to Silver Communications to authorise any announcements.

6. The Gold Team (strategic) and membership

6.1 Purpose

Gold's main role is to make strategic decisions. They will provide a strategic response for Silver to work to, and if needed, provide authorisation for a course of action or any budgetary requirements. They will also work closely with the Silver Communications team and keep the Director and other key senior people, such as Council members, updated.

NB: The EA to the COO or to the Secretary will provide administrative assistance during an incident if needed. The Business Continuity Manager and Head of Risk and Compliance may also be called upon to assist.

6.2 Gold Chair

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

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

- That the safety of those around the affected area is treated as a first priority.
- Whether the campus should close.
- Whether teaching, examinations, presentations, ceremonies and other major School events should be cancelled, deferred or relocated.
- Approval of emergency budget expenditure.
- Overseeing communications to staff, students, media and public.
- Protecting the School's reputation during the incident.
- The School's position in respect of any liability relating to the incident.
- Whether someone needs to attend gold level command meetings with the Emergency Services, and if so, who.
- As the incident progresses, whether Gold Team is still needed.
- That the Silver Team has appointed a Gold Team liaison.
- Making sure all their actions and decisions are documented by one of the trained incident Record Keepers.

The Gold Team Membership

Position	Role in Gold Team	Deputy or Alternate
Chief Operating Officer	Chair	Most appropriate Pro Director available
School Secretary	Member	A nominated deputy
CFO	Member (esp. for financial decisions)	Director of Finance
Other Pro-Director(s) (as needed and depending on the nature of the incident)	Member	Another Pro Director or nominated deputy
Director of Estates	ADVISORY	Director of Facilities Management
Director of Residential and Catering Services	FOR INCIDENTS AFFECTING RESIDENCES	Director of Facilities Management
Record Keeper	Record keeping, logging decisions and tracking actions	Other trained Record Keeper
EA to COO	Administrative support	EA to Secretary or other Directorate EAs/EOs or the Business Continuity Manager

7. The Silver Team (tactical) and membership

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

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

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

Silver Team Leader	Deputy
Head of Security	Security Operations Manager
Director of Communications and Public Affairs	Head of Press and Information
Director of Facilities Management	Head of Maintenance
Director of Residential and Catering Services	Director of Facilities Management
Director of Human Resources	HR Operations Manager OR Senior HR Partner
Director of IMT	Head of IMT Customer Services
Another suitable person at equivalent level as appropriate	

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

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

- Making sure there are rotas and deputising lines so that team members can take breaks
- Inevitably there will be some overlap between the sub teams and because of this it is important that they communicate with each other.

- To ensure decisions are clearly communicated and actions quickly undertaken.
- Keeping a School wide view rather than focussing just on their own areas.
- When can the School move from incident management to business recovery.
- Appoint a Record Keeper to record decisions and track actions.

7.6 BUILDINGS AND INFRASTRUCTURE

This team includes Security, and will usually be led by the Director of Facilities Management, their deputy or nominee. It will be responsible for assessing the effects of the incident on the estate, making it safe and secure, and undertaking remedial works. They will need to work closely with others eg, Comms team, for instance to ensure staff are kept well informed. Key issues for them are:

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

7.7 IT

This team, usually led by the Director of IMT or their deputy (Head of Customer Services), will be responsible for assessing the effects of the incident on the School's IT or IMT dependent systems, networks, facilities and equipment; making the School's IT systems secure; restoring IT systems as quickly as possible; and undertaking any remedial works. They may need to work closely with other Silver Teams, particularly Buildings and Infrastructure and Communications. The team will also need to ensure that rota arrangements have been put in place for the responding IT Silver and Bronze Team staff.

Key issues for this team are:

- What damage is there to the School's IT systems, facilities and networks and how long before they are restored?
- What other remedies or workarounds might be deployed in the meantime?
- Will the School's remote desktop facilities hold up to potentially much heavier use?
- What critical School operations might be affected, eg, teaching, Summer School, payment systems etc and what workarounds might be possible?

- What long term damage or loss of data there may be, including that which might not be immediately apparent.
- How will this information be shared with the affected School community?
- How are any actions and decisions being recorded?

7.8 PEOPLE

This team will usually be led by the Director of Human Resources, their deputy or nominee. They will look after the welfare and comfort of the people affected by the incident, particularly those still on site whether staff, students, or members of the public. In the case of Residences they will liaise with the Director of Residential and Catering Services or their nominee. This might include temporary accommodation, transport, food and water. They can call on the School's counselling service and the Pastoral Care Team to help them. For the Out of Hours Support Group see Page 8.

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

7.10 The key things for them are:

- Has contact with the Emergency Services and the Police Casualty Bureau been established?
- Who are the casualties, how are they being cared for and where have they been taken?
- The School retains an outsourced call centre facility with Kenyon International that is overseen by Silver Communications – does it need to be/has it been activated?
- Use staff and student records to assist other Silver members with obtaining essential contact details.
- Remember that most of our students are from overseas, many with family in different time zones to the UK. Many families may not speak English.
- Keep in touch with Silver Communications to pass on information about any arrangements they have made.
- After the incident, if there are any fatalities manage the return of any personal effects to relatives. Staff and students who have been affected by a loss should be offered support, and may wish to hold a vigil or some kind of commemoration.

7.11 COMMUNICATIONS

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

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

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

7.14 Key issues for this team are:

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

The Silver Team Membership

SILVER TEAM MEMBERS

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

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

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

Silver Team Member	People	Buildings and Infrastructure	Communications	IT
Director of Communications and Public Affairs			✓	
Head of Press and Information			✓	
Communications Manager (IMT)			✓	✓
Social Media Manager			✓	
Head of Internal Communications			✓	
Director of Facilities Management		✓		
Head of Maintenance		✓		
Head of Security		✓		
Security Operations Manager		✓		
Director of Information Management and Technology				✓
Head of Infrastructure (IMT)				✓
Head of Customer Services (IMT)			✓	✓
Information Security Manager (IMT)				✓
Head of Applications and Information Services (IMT)				✓
Service Quality and Transitions Manager				✓
Head of Health and Safety (may also act as a Bronze Team member)	✓	✓		
Health and Safety Advisor (may also act as a Bronze Team member)	✓	✓		
Events Manager	✓	✓		
Timetables Manager	✓	✓		
Head of Room Bookings	✓	✓		
Academic Registrar	✓			
Fire Safety Officer (may also act as a Bronze Team Member)		✓		

8. The Bronze Team (implementation)

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

9. Additional information

What happens if the incident requires evacuation of the site?

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

9.1.1	Establish with the Emergency Services where evacuated staff, students and visitors should be directed, whether the Schools pre-designated muster points, or elsewhere.	
9.1.2	Instruct security staff and the fire wardens for the buildings affected to escort staff students and visitors to the designated assembly point, working with the Emergency Services as necessary.	

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

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

9.3 Emergency Assembly Points for Houghton Street Campus

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

9.4 What happens after an evacuation of the site?

Once gathered at the emergency assembly points, staff, students and visitors will be given further instructions following directions from the Emergency Services. These may include:

- Go home until further notice

- Await further instructions

- Proceed to temporary accommodation outside the cordon.

Depending on the size of the evacuation, and location of the cordon, staff, students and visitors may be directed from the Houghton Street emergency assembly points to one or more of the following locations:

North of the River	
(1) High Holborn Residence (2) Grosvenor House Residence (3) Northumberland Avenue Residence	178 High Holborn London WC1V 7AA 141 Drury Lane, London WC2B 5TB 8a Northumberland Avenue, London WC2N 5BY
South of the River	
Bankside Residence	24 Sumner Street, London SE1 9JA

Evacuation of a student residence in term time
• Evacuated students may initially be directed to local authority provided temporary rest centre facilities if they are set up on the instruction of the Emergency Services. (These facilities are not intended to provide alternative sleeping accommodation.) • Evacuated students unable to make short-term arrangements to stay with family or friends will be instructed to proceed to a designated assembly point in a building on the Houghton Street site until alternative accommodation can be found for them by the Accommodation Office in another LSE or non-LSE residence or in private sector accommodation.
Evacuation of a student residence during the vacation
• Transportation of residents to a rest area on the LSE campus will be arranged • Empty rooms throughout other LSE residences will be identified for relocations • Local hotel accommodation and travel to it will be arranged by the Accommodation Office where necessary • Future reservations in the affected residence will be cancelled/relocated.

What happens if the incident requires invacuation of the site?

9.5   Remaining within buildings

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

Invacuation is most likely to occur when there is a risk of explosions in the street or in emergency assembly points. The key points are that everyone should stay away from windows, doors or areas where there may be a danger of falling debris, eg, book shelves, stationery cupboards etc, stay close to the floor, and ensure their area/floor is secure should their building be in lock down. Staff should also familarise themselves with the "Run, Hide, Tell" advice given by the police. When the instruction to staff is to remain in buildings, security personnel or fire wardens will:

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

Directed dispersal

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

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

Emergency external lines for use by students and staff

9.7 A number of telephone lines with international dialling access will be provided for students to contact their relatives if there are problems with the mobile phone networks. Activation will be authorised by a Silver Team Leader. The details of these lines, including their locations, can be found in the manuals located in the storerooms of the EMCs in the Towers and Rosebery Avenue. In addition the following people hold this information:

Position	Contact Numbers
School Secretary	020 7849 4959
Business Continuity Manager	020 7107 5415
Head of Student Services Centre	020 7955 7457
Deputy to Head of SSC	020 7955 7849
Head of TQARO	020 7955 6114
Director of LSE Careers	020 7955 6964
Security Reception	020 7955 7111
Academic Registrar	0207 955 6114
Head of Risk and Compliance Unit	0207 955 7061

The role of the Emergency Services and Local Authorities

9.8 **Category 1 responders** are organisations at the core of the response to most emergencies (the Emergency Services, local authorities, NHS bodies). Category 1 responders will be required to:

- Assess the risk of emergencies occurring and use this to inform contingency planning

- Put in place emergency plans

- Put in place business continuity management arrangements

- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency

- Share information with other local responders to enhance co-ordination

- Co-operate with other local responders to enhance co-ordination and efficiency

- Provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only).

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

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

9.10 Summary of the Functions of the Emergency Services

- Rescue will most frequently be the prime function required of the Emergency Services.

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

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

- The Police will ease these operations by co-ordinating the Emergency Services, local authorities and other agencies. They will secure the scene and control traffic and sightseers. They will also establish a Casualties Bureau and arrange family liaison where appropriate.

9.11 Role of Local Authorities (LAs)

In an incident LAs will be expected to co-ordinate with the incident responders and exchange information. Both Westminster City Council and Camden Borough Council have emergency planning units and 24/7 contact numbers should the need to initiate a response to an incident. Their numbers can be found on page 29 in Emergency external contacts.

How the School Works with Emergency Services

If the incident warrants a response from the Emergency Services (ES) the School might be required to work with them or liaise with them in a number of ways. First and foremost we would always follow instructions from the ES and take their advice. This could range from evacuating buildings or the whole campus, to more specific directions. Should there be a suspected or confirmed terrorism related incident, although the School has a number of protocols (confidential and not in the public domain for security reasons), we would always work closely with the ES and follow their instructions. Liaison with the ES would be through our Security and Silver Teams in the first instance, and potentially through our Gold Team too depending on how the incident develops.

Whilst some aspects of incident management might be taken out of the School's hands that does not mean that we would have no further role. For example, we would still need to ensure that our staff and students are taken care of and kept informed, and that our business critical activities are protected or alternative arrangements are made for them. Under some circumstances we may also be asked to assist the ES, for instance:

- We may be asked to close or lockdown all or part of a building, undertake an evacuation/invacuation, or provide access to areas of the School premises.

- During an incident the Police may establish a cordon. It is an offence under law to break a police cordon. We might be asked by Police to ensure that any of the School community within this cordon are evacuated or invacuated, or in some circumstances we may be asked for assistance in maintaining the cordon.

- Should there be any casualties or fatalities, the Police would establish a Casualties Bureau. Any enquiries received by the School from those concerned about family members or friends would need to be referred to this Bureau. **Under no circumstances should those staff dealing with the incident reveal any information about specific casualties or fatalities**.

- We may be asked to set up a triage area for casualties by the Ambulance Service.

- Should there be a suspected outbreak of a serious communicable disease, we may be asked to set up a quarantine area and ensure that students and staff who might have been exposed to the disease are directed to this area.

- The Fire Service may require information about, or maps of, our buildings and information about refuge areas or lifts.

- During particularly serious incidents the ES will set up an incident command centre and the School's incident management teams will be required to appoint a liaison with this centre.

Emergency external contacts

Support Type	Supplier	Contact Numbers	Additional information
School's Insurers	Zurich	0800 028 0336 (24hrs)	
School's Travel Insurers	RSA	020 8763 3155	Emergency line
Local Authorities	**City of Westminster** The Contingency Planning Team Westminster City Hall 64 Victoria Street London SW1E 6QP	24hr contact numbers 020 7641 6000 020 7641 8000 (Minicom) Office Hours	
	Mike Wilkins Contingency Planning Manager	020 7641 7066	**mwilkins@westminster. gov.uk**
	London Borough of Camden Melissa Brackley Head of Emergency Management c/o Bidborough House Mabledon Place London WC1H 9BF	Office hours 020 7974 5643, Out of office hours 020 7974 4444	(Staff are located at The Medburn Centre, 136 Chalton Street, NW1.) **emergency.planning@ camden.gov.uk**
	City of London Corporation City of London Contingency Planning Group	020 7332 3232 Out of office hours 020 7606 3030	**contingency.planning@ cityoflondon.gov.uk**

Emergency Services	Police, fire brigade and ambulance service	999 (emergencies) 101 (non-emergencies)	
Electricity Supplier	UK Power Network Emergencies	0800 3163 105	**ukpower. ukpowernetworks. co.uk/fault-map**
Gas Supplier	National Grid	0800 111 999	
Water Supplier	Thames Water (waste water services and water supply)	0800 3169 800 (24hrs)	
Flooding	Environment Agency Flood line	0800 807 060	For rivers, brooks or streams
Anti terrorism Hotline		0800 789 321	
Foreign Commonwealth Office switchboard		0207 008 1500 (24hrs)	King Charles Street, SW1A 2AH (office open 9am – 5pm)
NHS Direct		111 (24hrs)	
National Rail	Network Rail Kings Place 90 York Way London N1 1AG	08457 48 49 50 (24hrs) 08457 11 41 41 HQ switchboard 020 3356 9595	Fax 020 3356 9245
Network Rail	Emergency helpline	0345 711 4141 (24hrs)	

Major Neighbouring Organisations			
Royal Courts of Justice Strand London WC2A 2LL	Mr Sam Carter Security and Enforcement Manager	020 7947 6836	**sam.carter@hmcs.gsi.gov.uk**
The Waldorf Hilton Aldwych London WC2B 4DD	Sarah Mayne Security Manager	020 7836 2400	
Bush House, The Strand, London, WC2B 4PH	Jamie Holland Site Facility Manager Emergency 24hr security desk:	 0207 240 3917	
61 Aldwych/ 14 Kingsway London WC2	Kimberley O'Neill Building Manager for CBRE	Mobile 07834 513 534	
61 Aldwych/ 14 Kingsway London WC2	Adam Mills Security Manager Access Security	Mobile 07545 207 028 Tel: 020 7618 4285	
Northbank Business Improvement Development (Trafalgar Square, Strand, Aldwych) West Wing, Somerset house	Catherine Fleming Operations Director	Mobile 07889544167 Tel: 020 3697 9277	**info@thenorthbank.org**

Australian High Commission Australia House Strand, London, WC2B 4LA	Fred Lewis Facilities Manager	Tel: 020 7887 5631	**fred.lewis@dfat. gov.au**
Kings College Strand Site Strand London, WC2R 2LS	Security Control Room (24hrs)	020 7848 1024	
Somerset House Strand London WC2R 1LA	John Mason Security Integration manager	0207 420 9418	**john.mason@ somersethouse. org.uk**
One Aldwych, London WC2B 4RH		020 7300 1000 (24hrs)	
80 Strand (formerly Shell Mex House) London	Paula Bone Building Manager	020 7010 5391	**Paula.Bone@ 80strand.com**
The Law Society 113 Chancery Lane London WC2A 1PL	Jason Quinn Head of Security	020 7242 1222 (24hrs)	**jason.quinn@ lawsociety.org.uk**
British American Tobacco p.l.c Globe House 4 Temple Place London WC2R 2PG		020 7845 1000 (24hrs)	

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

LSE INCIDENT RECORD SHEET

Record Keeper Name:

Date/Time	From	Information	Action allocated, action taken or decision made (say who is to act and by when)	Action completed? (date, time, by whom)

This record sheet is to be used to record all information received during an incident. **Once completed, this form must not be destroyed, and should be forwarded to the Business Continuity Manager.**

THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

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