

**DRAFT**



**UNIVERSITY OF DURHAM**

**MAJOR INCIDENT AND  
DISASTER RECOVERY**

**PLAN**

Draft Version ~~3 November 2003~~ as at 19 January 2004



## Introduction to the University

The University of Durham was founded in 1832. It developed in Durham and Newcastle until 1963, when the independent University of Newcastle upon Tyne came into being. The University of Durham is collegiate and is located in the city of Durham and the nearby town of Stockton. The colleges are not teaching bodies, nor are they purely residential - typically they provide a centre for students' sporting, social and residential activities.

The University of Durham, Queen's Campus, Stockton opened in 1992. Over 1,200 full-time students are now studying in purpose-built accommodation 23 miles south of Durham, on the banks of the river Tees. The campus has a particular mission to widen participation and has developed a range of vocationally oriented interdisciplinary programmes

### Abbreviations commonly used in this Plan:-

<b>DRP</b>	<b>Disaster Recovery Plan</b>
<b>DMT</b>	<b>Disaster Management Team</b>

© U. M. Association Ltd. 2003. U. M. Association Ltd. of Woburn House, 20 Tavistock Square, London WC1H 9HW. All rights reserved. Licensed for use to University of Durham solely for the purpose of preparing a Disaster Recovery Plan for this University's own internal purposes.

**Any unauthorised use is strictly prohibited. Apart from making of photocopies or disk based copies for the University's own internal purposes this Plan may not be copied or lent to others. This notice must not be erased.**

# **SECTION 1**

# **PLAN STRATEGY**

## 1.0 PLAN INTRODUCTION & OBJECTIVES

The University has recognised the need to produce a comprehensive Plan (Disaster Recovery Plan) to deal with the immediate consequences and aftermath of a major incident situation.

The Disaster Recovery Plan (DRP) concentrates on dealing with major incidents involving physical damage to University assets.

A major incident is an occurrence requiring more than the normal response from University staff or the public emerging services. Major incidents can be grouped under three broad categories – communal, institutional and personal and examples of the categories are:

- **Communal** - where the incident is a threat to a large group of people and the operation of the institution.
  - fire, flood or bomb attack;
  - multiple accident;
  - outbreak of a communicable disease e.g. meningitis, food poisoning;
  - sustained loss of services e.g. power, heat, information technology or failure to complete building work on programme;
  - health and safety emergencies e.g. radiation, asbestos, pollution, gas leak or unsafe property.
- **Institutional** – where an incident is a threat to the operation or reputation of the institution.
  - condemnation by external assessors of the quality of the institutions teaching or research;
  - financial breakdown or impropriety;
  - targeting by a pressure group campaign
  - occupation of building or a demonstration which is potentially disruptive;
  - sabotage;
  - the disgrace or sudden departure of a senior member of staff.
- **Personal** – where the incident is a threat to the wellbeing of a staff member, student or visitor.
  - a serious injury or death;
  - an assault – physical or sexual;
  - personal harassment;
  - an accusation of misconduct or criminal activity.

The aims of this Plan are to :

- protect staff, students and others ;
- secure the University's infrastructure and facilities ;
- maintain the University's reputation ;
- resume core business activities as soon as possible.

The Plan makes provision for the establishment of a Disaster Management Team (DMT) of pre-nominated individuals who will be responsible for the immediate handling of the incident and for co-ordinating the University's response to the incident. Their first objective will be to establish the extent of the incident and to ensure correct information is provided to all parties

involved. The DMT will subsequently establish immediate response strategies and tactics, deploy appropriate resources and initiate emergency-recovery processes.

When activated the DMT will meet in one of a number of pre-designated Control Rooms which will form the focus for the University's immediate response to the incident.

The Plan is reviewed annually and suitable amendments made. The Plan should be tested annually by a simulation exercise involving members of the DMT (see also 1.3).

All pre-nominated members of the DMT will receive a copy of the Plan. In addition copies will be provided to University management as required. Full details of Plan holders will be maintained.

The existence of the University's DRP can be advised to the University community by means of an abridged guidance document.

## 1.1 DEFINITION OF "DISASTER"

For the purposes of this Plan a "disaster" is an incident which, because of its scale or impact, is beyond the scope of resolution by normal mechanism or decision making authority within acceptable time scales.

An assessment of a reported incident will be made by the DMT at the time but the following can be used as a general guide for defining levels of incident :-

► **Level 1** : a relatively minor or local incident causing no serious physical threat to personnel or property. May result in a limited disruption of services, involve no legal ramifications and pose no threat to the reputation of the University (e.g. road works on the perimeter of the City)

**DRP/DMT activated: NO.**

► **Level 2** : situations or incidents which pose a potential threat to personnel or property and/or can cause disruption to the operation of the University. May threaten the reputation or status of the University or have potential legal ramifications. May involve the isolation and/or evacuation of part of a building and assistance from the external Emergency Services for example a gas leak, a road accident, etc

**DRP/DMT activated: POSSIBLY**

► **Level 3** : major incidents which (if not already) have the potential to escalate quickly into disasters. Will significantly affect the University community and/or the reputation or status of the University. May compromise the functioning of an entire department or facility, building or group of buildings, causing disruption to the University's overall operation. Major efforts required from the University's own support services as well as from the external Emergency Services for example a bomb or terrorist alert, occupation of a building by a pressure / campaign group, a serious death or injury.

**DRP/DMT activated: YES**

## 1.2 PROCEDURES

The University's response to and recovery from a disaster is achieved by the DMT working to Checklists (see also section 5 of this plan) provided for each Team Member within this

Plan. These Checklists enable daily objectives to be set, priorities established and tasks assigned.

The DMT shall meet as regularly as necessary for status reporting, debriefing etc and not less than every 24 hours during the first 5 days following Call-Out. Meetings will take place in a nominated Control Room at 7.30 a.m. (unless otherwise instructed).

Any Team Member receiving notification of a potential disaster is required to implement the Team Call-Out procedure.

In the event of public or media interest, (see also section 4 of this plan) Team Members must refer enquiries to the Team Spokesperson and avoid comment of their own. Where communication is essential (rarely the case) restrict comment to :-

- confirmation of the obvious ;
- cause and effect are under investigation :
- implementation of the University's contingency plan is in progress ;
- a detailed statement will be provided by the corporate spokesperson as soon as possible.

### **1.3 MONITORING AND REVIEW**

A senior member of the DMT will be nominated to be responsible, with advice from the other members of the Team, for monitoring developments throughout the year that may impinge on the effectiveness of the Plan.

The Plan will be reviewed annually by (Peter Robinson, Director of Estates and Buildings) and a report made as part of the University's Risk Management Policy.

A disaster simulation exercise will be undertaken every year, involving all members of the DMT. Feedback on the operation of the Plan from such exercises and also from any real incidents that may occur shall be made available as part of the University's Risk Management Policy.

# **SECTION 2**

# **DISASTER MANAGEMENT**

## 2.0 THE DISASTER MANAGEMENT TEAM (DMT)

The Disaster Management Team is composed of nominated members (or alternatives) and is required to pursue the aims of the Plan which are :

- ◆ To protect staff, students and others;
- ◆ To secure the University's infrastructure and facilities;
- ◆ To maintain the University's reputation ;
- ◆ To resume core business activities as soon as possible.

## 2.1 TEAM OBJECTIVES – TO :

- a) Determine the scope and impact of the incident.
- b) Develop strategy to deal with the immediate effects of the incident.
- c) Prioritise immediate actions. Prevent further damage/harm.
- d) Allocate individual and/or group responsibilities for implementing action.
- e) Deploy resources and equipment.
- f) Communicate information, advice and instructions.
- g) Monitor and re-evaluate conditions.

Also to :

- respond quickly and calmly as the incident develops ;
- to be familiar with the DRP and any updates ;
- to give priority to the recovery programme and assign essential normal duties to other staff during critical recovery stages.

## 2.2 TEAM INSTRUCTION

In the event of being called from home bring the following :-

- your copy of the Plan, with any amendments ;
- your copy of any separate relevant emergency protocols ;
- your mobile telephone (if issued);
- your University campus card.

*Note* : Certain Members of the DMT (NAMES TO BE PROVIDED BY UNIVERSITY) will be pre-authorised to make immediate charges on a Disaster Management Account up to a limit of £50,000.

## 2.3 COMPOSITION OF DISASTER MANAGEMENT TEAM *(Example)*

It is anticipated that where an incident involves the physical structure of the University, Security will be the first point of contact and after alerting the appropriate emergency services they will immediately advise the most senior University officer on site at the time of the incident.

During working hours the Major Incident Plan can be implemented by:

Vice-Chancellor and Warden  
Pro-Vice-Chancellor and Sub-Warden  
Registrar and Secretary  
Dean of Colleges and Student Services  
Director of Estates and Buildings  
Head of Security

Outside normal working hours the Major Incident Plan can be implemented by:

Head of Security or duty Security Supervisor

Who after alerting the appropriate emergency services will, depending on the nature of the incident, contact:

Pro-Vice-Chancellor and Sub-Warden  
Registrar and Secretary  
Dean of Colleges and Student Services  
Director of Estates and Buildings

The person implementing the Major Incident Plan will immediately inform the Head of Public Relations of the incident.

### Members of the Incident Control Team

<u>Member</u>	<u>Alternate</u>
Pro-Vice-Chancellor and Sub-Warden (Chairman)	Pro-Vice-Chancellor
Registrar and Secretary	Deputy Registrar and Secretary
Director of Estates and Buildings	Deputy Director of Estates and Buildings (Facilities)
Head of Public Relations	Director, Corporate Development & Communications
Director of IT Service	Deputy Director of IT Service
Treasurer	Head of Finance or Head of Procurement
Health and Safety Adviser	
E.A. to Director of Estates and Buildings	P.A. to Pro-Vice-Chancellor and Sub-Warden

And depending on the nature of the incident the following could be co-opted:

<u>Member</u>	<u>Alternate</u>
Director of Personnel	Deputy Director of Personnel

Dean of the Faculty where incident occurs	Deputy
Dean of Colleges and Student Services	Deputy
Head of Department or College where incident Occurs	Deputy
President of Students Union	Deputy
Insurance Officer	
`If in college, the President of the Junior Common Room	

## 2.4 TEAM MEMBER ROLES

**Disaster Co-ordinator** : The DMT Co-ordinator is responsible for all actions of the DMT in fulfilling the objectives of the DRP. Specifically to :

- a) maintain overall executive control and co-ordinate actions.
- b) liaise with Director of Public Relations and Team Spokesperson re information releases (internal and external).
- c) co-opt any other member of University staff to assist with the incident.

**Team Administrator**: To work with the Team Co-ordinator, organise the Control Room, logging and dealing with queries, recording Team actions and decisions, maintaining an official record of events, relaying information as required.

**Head of Public Relations** : Responsible for all information releases (see also section 4 of this plan) and to :

- a) interface with Vice-Chancellor and/or senior management team.
- b) manage all University statements, media releases and interviews, arrange press conferences and media visits.
- c) monitor press/media coverage and take action as required.
- d) manage internal communications with staff.
- e) set up and manage telephone Helplines.
- f) advise on actions necessary to protect the University's reputation.
- g) liaise with Dean of Colleges and Students Services and the Director of Personnel.

**Director of Estates & Buildings** : Responsible for checking the damaged location, dealing with Security and the Emergency Services and to :

- a) organise the containment and assessment of physical and environmental damage.
- b) initiate and control the restoration of building services, communications and access for business continuity.
- c) assist in salvage, damage management and clean up operations.
- d) locate, supply and equip alternative workspaces or accommodation as necessary.
- e) liaison with any applicable Landlords or Tenants.

**Health & Safety Advisor**: To ensure at all times the health and safety of all persons at any affected locations and to assess and provide expert advice in relation to specific hazards. To liaise with the Health & Safety Executive, Environment Agency and any other relevant statutory authority.

**Treasurer**: Responsible for all aspects of business recovery continuity and to :

- a) contact and be the liaison with the University Insurers/Loss Adjusters.
- b) ensure correct cost capture procedures are in place.
- c) assess business interruption losses.
- d) establish position of any legally binding contracts which may be threatened by the incident.

**Director of IT/IS** : Responsible for all aspects involving Information Technology or Information Services. Specifically to :-

- a) assist in damage assessment, salvage and clean up operations.
- b) implement the University's separate IT/IS contingency Plan if applicable.
- c) restore IT systems, applications, data etc..
- d) advice to the DMT and others on the IT/IS implications of the incident.

## 2.5 TEAM CALL – OUT PROCEDURES

University Security is responsible for first-line investigation of incidents affecting the University and existing emergency procedures are to be followed on discovery of an incident.

In the event of Security becoming aware of a serious incident (see Levels guide) they will initiate contact with the DMT . The Pro Vice-Chancellor or his Deputy will then decide if the DMT is to be activated and specify the meeting time and place – control room 1,2, or 3.

Note There are incidents which may occur which have the potential to become major incidents albeit the initial assessment is that the incident is not, at that stage, a major incident, e.g. a Level 2 incident. Accordingly, a standby mode will be declared by the first contacted DMT Member in order that the availability of all members of the DMT, together with any potentially associated other University staff, can be determined in the event a subsequent DMT Call-Out is initiated.

It is anticipated that where an incident involves the physical structure of the University, Security will be the first point of contact and after alerting the appropriate emergency services they will immediately advise the most senior University officer on site at the time of the incident.

**During working** hours the Disaster Recovery Plan can be implemented by:

Vice-Chancellor and Warden  
 Pro-Vice-Chancellor and Sub-Warden  
 Registrar and Secretary  
 Treasurer  
 Dean of Colleges and Student Services  
 Director of Estates and Buildings  
 Head of Security

**Outside normal working hours** the Disaster Recovery Plan can be implemented by:

Head of Security or duty Security Supervisor

Who after alerting the appropriate emergency services will, depending on the nature of the incident, contact:

Disaster Coordinator

Pro-Vice-Chancellor and Sub-Warden  
Registrar and Secretary  
Dean of Colleges and Student Services  
Director of Estates and Buildings

The person implementing the Major Incident Plan will immediately inform the Head of Public Relations of the incident.

A confidential list of Home and Mobile telephone numbers pertaining to Team Members is shown in Section 3, Page 16 of this Plan. University Security is also provided with a copy of this list.

## 2.6 CONTROL ROOMS

The Control Room is the Operations Centre for the DMT. The University Control Rooms (in descending order of selection) depending on access and availability are :-

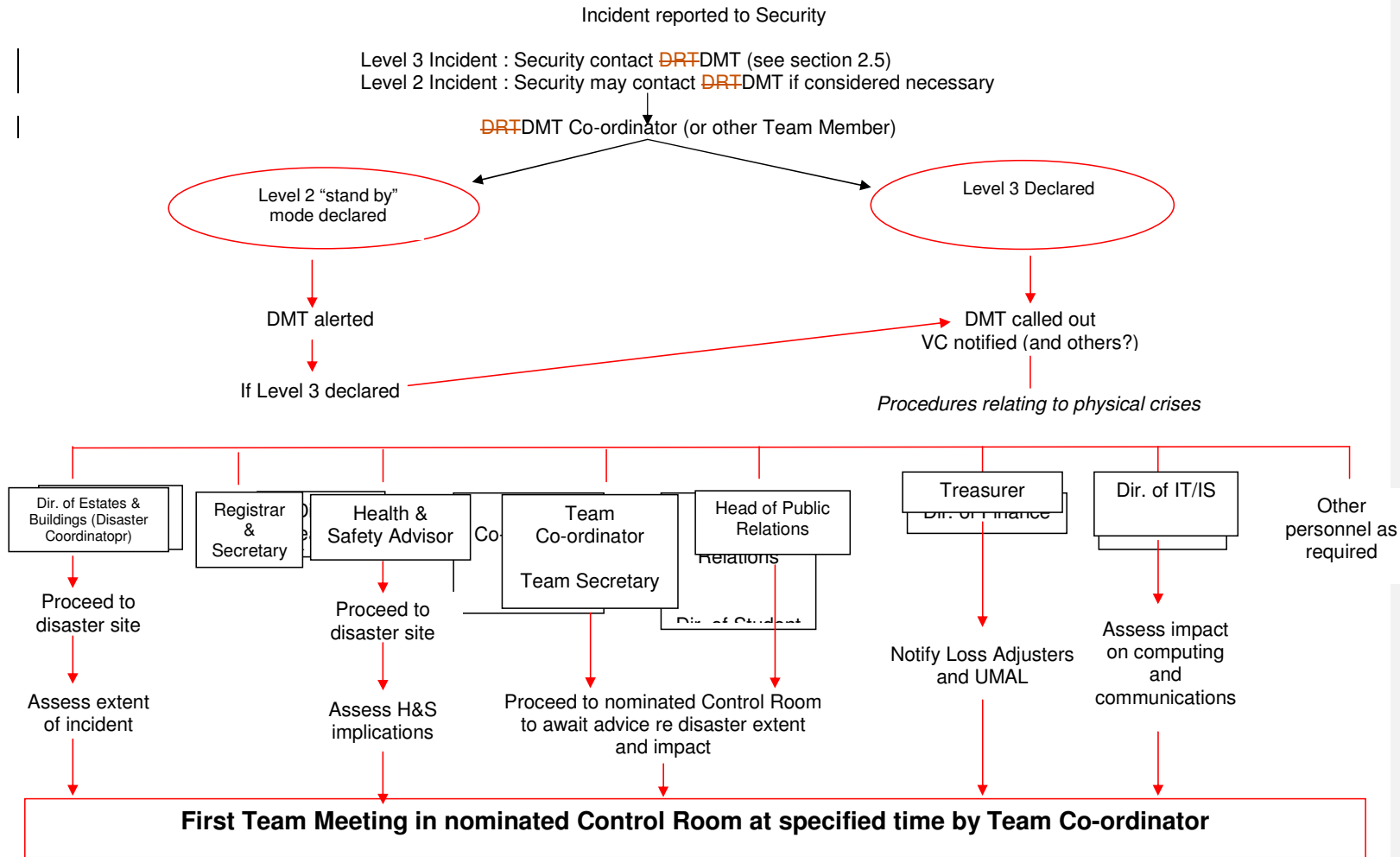
- 1) Committee Room 1 – Old Shire Hall, Old Elvet, Durham.
- 2) Dun Cow Lecture Room, Old Elvet, Durham
- 3) Grey College
- 4) Room A119, Ebsworth Building, Stockton Campus

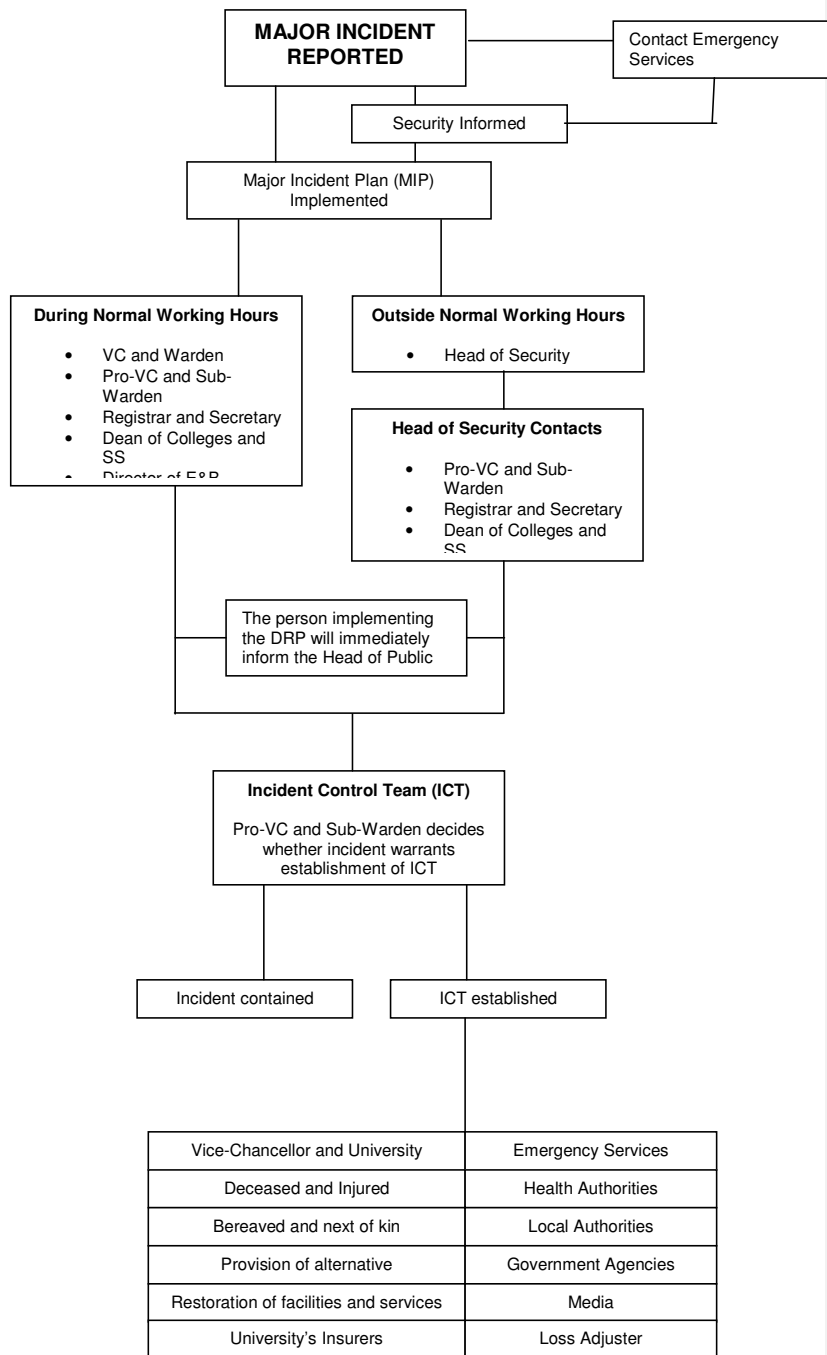
### Notes

- a) Control Rooms will contain confidential and sensitive information – during incidents entry must be controlled and restricted to authorised personnel only.
- b) Control Rooms must NOT be used for press, media or staff/student briefings. (Alternative venue to be arranged).
- c) If there is secure storage in the Control Rooms a copy of the DRP may be pre-positioned in each.
- d) Control Rooms should be chosen to provide access to sufficient accommodation for the DMT, adequate telephone and PC connections, photocopier and fax machine availability.
- e) Pre-positioned supplies (Battle-boxes containing emergency supplies) may be provided to include :-
  - Flip Charts;
  - Stationery (pads, pencils, pens, clips drawing pins, blu-tak, sellotape, string, headed paper, pc floppy disk with templates, etc.);
  - Reels of red/white Tape, No Access signs,
  - Safety Boots, Protective Hats, Goggles;
  - Torches, spare Batteries;
  - Local Telephone Directory, Yellow Pages;
  - Media contact lists;
  - DRT tags/badges for identification purposes;
  - Maps and plans of the University Estate (incl building plans)

- Pre-positioned supplies will be available at :
  - a) Executive Assistant's Office, Green Lane
  - b) Caretaker's Office – Old Shire Hall
  - c) Site Manager's Office, Queen's Campus, Stockton

IMMEDIATE PROCEDURES FOR DISASTER MANAGEMENT





# **SECTION 3**

# **CONTACT LISTS & FORMS**

### 3.0 INTRODUCTION

This Section contains details (names, addresses, telephone numbers etc) of all emergency contacts, including DMT Members, of importance to the University. (This section could form a stand-alone directory if preferred).

### 3.1 DMT : IDENTIFICATION AND CONTACTS

Work Tel.                      Home Tel.                      Mobile

#### Pro-Vice-Chancellor

- a)
- b)

#### Team Administrator

- a)
- b)

#### Public Relations

- a)
- b)

#### Estates & Buildings (Team Coordinator)

- a)
- b)

#### Health & Safety

- a)
- b)

#### Treasurer

- a)
- b)

#### IT/IS

- a)
- b)

#### Director of Personnel

- a)

b)

**Deans**

- a)
- b)

**Deans**

- a)
- b)

**Deans**

- a)
- b)

**Heads of Department**

- a)
- b)

**Heads of Department**

- a)
- b)

**Heads of Department**

- a)
- b)

**Heads of Department**

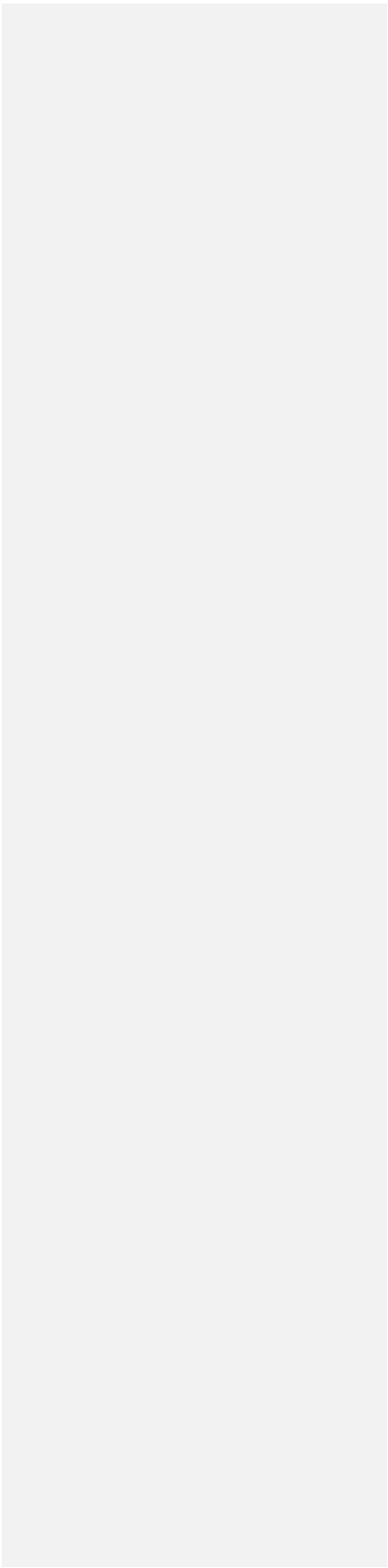
- a)
- b)

**Heads of Department**

- a)
- b)

**Heads of Department**

- a)
- b)



### 3.2 EMERGENCY SERVICES

SERVICE	TEL. NOS.
<b>HOSPITALS</b>	
<b>University Hospital of North Durham (Dryburn)</b> Trust Headquarters University Hospital North Durham North Road DH1 5TW	<b>0191 333 2333</b>
<b>Darlington Memorial Hospital</b> Hollyhurst Road Darlington DL3 6HX	<b>01325 380 100</b>
<b>Bishop Auckland General Hospital</b> Bishop Auckland General Hospital Cockton Hill Road Bishop Auckland DL14 6AD	<b>01388 455 000</b>
<b>ENVIRONMENTAL HEALTH OFFICES</b>	
Environmental Services Department, Environmental Health Byland Lodge, Hawthorn Terrace, Durham DH1 4TD E-mail: <a href="mailto:envhealth@durhamcity.gov.uk">envhealth@durhamcity.gov.uk</a>	<b>0191 301 8793 / 8799</b>
<b>HEALTH &amp; SAFETY EXECUTIVE</b>	
Out of hours Duty Officer If no reply try the Duty Press Officer	<b>08701 545500</b> <b>0151 922 9235</b> <b>0207 928 8382</b>
<b>ENVIRONMENT AGENCY</b>	
To report any incidents of pollution	<b>0800 80 70 60</b>
Other environment issues: North East Region Tyneside House, Newcastle Upon Tyne. Tyne and Wear NE4 7AR	<b>0191 2034000</b>
<b>LOCAL AUTHORITIES</b>	
<b>Durham County Council</b> County Hall Durham DH1 5UF	<b>Tel: 0191 386 4411</b> <b>Fax: 0191 383 3657</b>
<b>Chester-le-Street District Council</b> Economic/Industrial Development Civic Centre Newcastle Road Chester-le-Street County Durham DH3 3UT	<b>Tel: 0191 387 1919</b> <b>Fax: 0191 387 1583</b>

<b>Derwentside District Council</b> Civic Centre Medomsley Consett County Durham DH8 5JA	<b>Tel: 01207 218 100</b> <b>Fax: 01207 582 173</b>
<b>Durham City Council</b> Economic Development Unit Byland Lodge Hawthorn Terrace Durham DH1 4TD	<b>Tel: 0191 386 6111</b> <b>Fax: 0191 386 0625</b>
<b>District of Easington</b> Economic/Industrial Development Council Offices Seaside Lane Easington Village County Durham Peterlee SR8 3TN	<b>Tel: 0191 527 0501</b> <b>Fax: 0191 527 3867</b>
<b>Sedgefield Borough Council</b> Economic/Industrial Development Bede House St Cuthberts Way Aycliffe Industrial Park Newton Aycliffe County Durham DL5 6DX	<b>Tel: 01325 307 270</b> <b>Fax: 01325 308 264</b>
<b>Teesdale District Council</b> Economic/Industrial Development Teesdale House Galgate Barnard Castle County Durham DL12 8EL	<b>Tel: 01833 690 000</b> <b>Fax: 01833 637 269</b>
<b>Wear Valley District Council</b> Civic Centre Crook County Durham DL15 9ES	<b>Tel: 01388 765 555</b> <b>Fax: 01388 766 660</b>
<b>EMERGENCY SERVICES</b>	
Fire - Brigade Headquarters Framwellgate Moor Durham DH1 5JR	0191 3843381
North East Ambulance Service NHS Trust Scotswood House Amethyst Road Newcastle Business Park Newcastle Upon Tyne NE4 7YL	<b>0191 273 1212</b> <b>Fax: 0191 273 7070</b>

<b>POLICE - 24 HOUR POLICE STATIONS</b>	
<b>Barnard Castle</b> Harmire Road, Barnard Castle DL12 8JG E-mail: <a href="mailto:AdminOfficer.BishopAuckland@durham.pnn.police.uk">AdminOfficer.BishopAuckland@durham.pnn.police.uk</a>	<b>01833 637328</b>
<b>Bishop Auckland</b> Woodhouse Lane, Bishop Auckland DL14 6LB E-mail: <a href="mailto:AdminOfficer.BishopAuckland@durham.pnn.police.uk">AdminOfficer.BishopAuckland@durham.pnn.police.uk</a>	<b>01388 603566</b>
<b>Consett</b> Parliament Street, Consett DH8 5DL E-mail: <a href="mailto:AdminOfficer.Consett@durham.pnn.police.uk">AdminOfficer.Consett@durham.pnn.police.uk</a>	<b>01207 504204</b>
<b>Crook</b> South Street, Crook DL15 8NE E-mail: <a href="mailto:AdminOfficer.BishopAuckland@durham.pnn.police.uk">AdminOfficer.BishopAuckland@durham.pnn.police.uk</a>	<b>01388 762011</b>
<b>Darlington</b> 6 St Cuthbert's Way, Darlington DL1 5LB E-mail: <a href="mailto:AdminOfficer.Darlington@durham.pnn.police.uk">AdminOfficer.Darlington@durham.pnn.police.uk</a>	<b>01325 467681</b>
<b>Newton Aycliffe</b> Central Avenue, Newton Aycliffe DL5 5RW E-mail: <a href="mailto:AdminOfficer.NewtonAycliffe@durham.pnn.police.uk">AdminOfficer.NewtonAycliffe@durham.pnn.police.uk</a>	<b>01325 314401</b>
<b>Peterlee</b> St Aidan's Way, Peterlee SR8 1QR E-mail: <a href="mailto:AdminOfficer.Peterlee@durham.pnn.police.uk">AdminOfficer.Peterlee@durham.pnn.police.uk</a>	<b>0191 5862621</b>

**Gas Suppliers:**

- a) **Operations and Maintenance**
- b) **Emergency Control**

**Electricity Suppliers:**

- a) **Operations and Maintenance**
- b) **Emergency Control**

**Water Authority:**

- a) **Area Engineers**
- b) **Emergency Control**

**Loss Adjusters**

National 24-hour helpline 0870 606 1234

Mr Graham Swann  
Home Tel 01642 751661  
Mobile 07860 226052

Mr Chris Day  
Home Tel 01325 484843  
Mobile 07860 314431

**U. M. Association Ltd.**

Contact can also be made with UMAL as follows:

Mr Nigel Deaves Home Tel 01442 255274  
Mobile 07770 993694

Mrs Susan Wilkinson Home Tel 01189 264561  
Mobile 07802 457936

### **3.3 EMERGENCY SUPPLIERS**

**MECHANICAL**

Plumbing Trade Supplies ( P.T.S.) 01913751240  
Unit 6a,  
Belmont Ind. Est.  
Durham DH1 1TN

**ELECTRICAL**

Edmundson Electrical 01913830950  
Unit b3  
Abbey Rd.Ind.Est.  
Pity Me  
Durham DH15HB

**BUILDING**

Travis Perkins 01913860060  
Dragon Lane  
Gilesgate Moor  
Durham DH1 2XD

**EQUIPMENT HIRE**

01913841384

D J Tool Hire  
38 Marshall T.C.E.  
Gilesgate  
Durham DH1 2HX

**3.4 FORMS**

Specimen Forms are provided as follows:-

	<u>Page Nos.</u>
<b>Crisis Management Log Sheet</b>	<b>20</b>
<b>Crisis Management Checklist</b>	<b>21</b>
<b>Visitors Emergency Register</b>	<b>22</b>
<b>Damage Assessment Report</b>	<b>23</b>
<b>Files/Equipment Recovery Form</b>	<b>24</b>
<b>Loss of Personal Possessions Claim Form</b>	<b>25</b>

# **SECTION 4**

# **PUBLIC RELATIONS**

## 4.0 MEDIA NOTIFICATION

Notification to the media will be controlled by the DMT Spokesperson in conjunction with the Vice-Chancellor or Head of School. The Spokesperson will select media to be invited; arrange briefing venues; form of presentation and timing information release.

All details of media contact and key reporters are held by the DMT Spokesperson.

A dedicated telephone number for media enquiries is to be arranged by the DMT Spokesperson.

## 4.1 HANDLING THE MEDIA

What may transform a problem into a crisis is the reaction of the media or, in some instances the likelihood of media attention. The crucial period is during the first few hours. There may be a delicate balance between what is known, what can be done and satisfying the media's hunger for information and "action".

When the DRP is activated, the incident should not be made public until the DMT is satisfied it is fully briefed and can, therefore, agree what actions need to be taken and (if necessary) an appropriate statement prepared for the media.

It is important to communicate with the media as soon as reasonably possible and it may be appropriate to issue a short "holding" statement. The objective of the holding statement is to put the incident into perspective - particularly if the media have already got information on what has happened.

In issuing a statement it is important to be calm and factual and to prevent the incident being blown out of proportion.

To ensure that the media are under "control" the following procedures should be applied for the duration of the incident:

- ◆ Establish a dedicated telephone number for the media and the switchboard staff to be supplied with this number.
- ◆ The telephonist should intercept all media calls and ask them to call the dedicated number.
- ◆ All DMT members dealing with public or customer enquiries need to be briefed to refer media enquiries back to the switchboard.
- ◆ All staff should be made fully aware that they must not speak to the media and should refer all enquiries to the DMT Spokesperson.

## 4.2 MEDIA BRIEFINGS

Media briefings should as far as possible be conducted away from the scene of the incident. If necessary a local hotel may prove suitable for this purpose.

After the initial briefing has taken place, consideration should be given to holding a media conference to explain the incident in more detail and to answer media questions. This will be particularly important if there is real public concern about what has happened.

Before the briefing takes place, the Spokesperson should have a clear understanding of the situation and be rehearsed in dealing with the obvious questions that will arise.

The basic rules for media relations are:

- ◇ Never lie.
- ◇ Do not attempt to speculate.
- ◇ As far as possible respect media deadlines.
- ◇ Attempt to keep control of interviews and wherever possible use live transmissions to avoid information being taken out of context.
- ◇ Rehearse the message to be conveyed and make sure it is conveyed.
- ◇ Always steer questioners to attend the press conference for more detailed information and wherever possible provide attendees with a formal written statement.

Further Notes on Strategy:

- ◇ Accept responsibility - Never avoid responsibility (within the limits of the legal counsel).
- ◇ Being responsible - Where the answers are not clear refer to the need for vigorous enquiries before specific answers can be provided.
- ◇ Students - The message to Students must be geared to providing confidence in the University's ability to look after their interests, and continuing delivery of the core activities.
- ◇ Keep Staff informed - Staff must be equally informed on the events and how they will be affected by the incident. This may require a separate briefing.

### 4.3 MEDIA LISTINGS

<u>Local Media (Television, Radio)</u>	<u>Telephone</u>	<u>Fax</u>
<b>TV &amp; Radio</b>	<b>Telephone</b>	<b>Fax</b>
BBC TV News	020 8743 8000	020 8749 7534
BB Radio News	020 7580 4468	020 7636 9892
ITN	020 7833 3000	020 7430 4016
Granada	0161 832 7211	
LWT	020 7620 1620	020 7261 8041
BSKYB	020 7782 3000	020 7782 3834

<u>Daily Newspapers</u>	<u>Telephone</u>	<u>Fax</u>
Daily Express	020 7928 8000	020 7620 1654
Daily Mail	020 7938 6000	020 7937 3251
Daily Mirror	020 7353 0246	020 7822 3405
Daily Telegraph	020 7538 5000	020 7538 4550
Financial Times	020 7873 3000	020 7873 3194

The Guardian	020 7278 2332	020 7837 2114
The Independent	020 7253 1222	020 7956 1558
The Times	020 7782 4000	020 7488 2353

**Sunday Newspapers**

**Telephone**

**Fax**

Mail on Sunday	020 7938 6000	020 7240 4374
Observer	020 7627 0700	020 7627 5570
Sunday Mirror	020 7353 0246	020 7822 2160
Sunday Express	020 7928 8000	020 7922 7964
Sunday Telegraph	020 7538 5000	020 7538 1330
Independent on Sunday	020 7253 1222	020 7415 1333

**Local Newspapers**

**Telephone**

**Fax**

The Times Higher Education Supplement	020 7782 3000	020 7782 3300
--	---------------	---------------

**News Agencies**

**Telephone**

**Fax**

Associated Press	020 7353 1515	020 7353 8118
Press Association	020 7353 7440	020 7936 2363
Reuters		

UMAL can direct you to Media Training consultants if required.

Formatted: Right: 0.95", Don't hyphenate, Tab stops: -0.5", Left + 0", Left + 0.25", Left + 0.43", Left + 0.49", Left + Not at 0.98" + 1.48" + 1.97" + 2.46" + 3.05" + 3.54" + 4.04" + 4.53" + 5.02" + 5.51"

# ~~SECTION 5~~

# ~~QUICK REFERENCE CHECK LISTS~~

2

**QUICK REFERENCE CHECK LIST**

**TEAM CO-ORDINATOR**

	<b>ACTIVITY</b>	<b>ACTION REQUIRED</b>	<b>DATE ACTIONED</b>	<b>SIGNED</b>
1	Inform the Vice-Chancellor and/or Head of Colleges (with Spokesperson)			
2	Liaise with Emergency Services and County Emergency Planning Officer			
3	Instruct on essential emergency action			
4	Contact required personnel			
5	Instruct staff on access procedures			
6	Liaise with E&F re usable/unusable areas and additional resources/services required			
7	Liaise with Student Services re number of students from Halls of Residence to be found accommodation			
8	Detail Team Member (E&F) to inspect possibly suitable alternative locations			
9	Alternative locations notified of need for temporary accommodation			
10	Allocate available facilities to meet immediate short term course needs			
11	Inform Department Heads/staff/students of situation			
12	Inform all Department Heads of new arrangements and when they can resume courses			
13	Instruct Department Heads to contact their staff and students			
14	Can they be given access to damaged location?			
15	Staff/student immediate needs known			
16	Damage assessments finalised and replacement needs established			
17	Removal and transport of assets from damaged location agreed			
18	Call in Loss Adjuster			
18	Instruct on access to damaged zones to retrieve personal possessions and University assets			
19	Arrange Project Management Team for major works			
20	Prepare list of equipment needs and office supplies requirements			
21	Prepare up-date report of new arrangements and estimated timetable for recovery of services for Vice-Chancellor and Senior Management			
22	Prepare written instructions on temporary working arrangements			

	ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
23	Detail special arrangements – additional expenses			
24	Agree space allocation with Department Heads			
25	Prepare details of move back to old location or permanent alternative location and communication lines			
26	Agree recovery strategy if required			
27	Confirm brief for restoration			



## QUICK REFERENCE CHECK LIST

### ESTATES & FACILITIES

	ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
1	<del>Usable areas established – immediately</del>			
2	<del>Usable areas established – in a few days</del>			
3	<del>Unusable areas identified</del>			
4	<del>Building services operational</del>			
5	<del>Access possible, if not when</del>			
6	<del>Additional services/resources called in</del>			
7	<del>Damage limitation services called</del>			
8	<del>Specialist services briefed</del>			
9	<del>Specialist structural assessment required</del>			
10	<del>Forensic investigation necessary</del>			
11	<del>Check building safety with the Emergency Services (with Safety)</del>			
12	<del>Confirm Control Room location</del>			
13	<del>Notify pre-nominated locations of the intention to invoke new working arrangements</del>			
14	<del>Instruct University Property Services/ Contractors</del>			
15	<del>Provide site plans and mark up restricted areas</del>			
16	<del>Induct all entering the building on no-go areas and precautions to be taken (with Safety)</del>			
17	<del>Put on standby Companies that will be required in future</del>			
18	<del>State who they will report to and agree immediate actions required</del>			
19	<del>Inform Security of actions placed in hand and reporting procedure</del>			
20	<del>Call service providers as required</del>			
21	<del>Arrange regular servicing and maintenance of sanitation facilities</del>			
22	<del>For loss of mains power arrange for the installation of a mobile generator of suitable capacity</del>			
23	<del>Detail Team member to inspect possibly suitable alternative locations (via Co-ordinator)</del>			

	ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
24	Place orders for general office equipment and furniture			
25	Instruct on access to damaged zones to retrieve personal possessions and University assets			
26	Call all services necessary to deal with outstanding problems			
27	Agree the Project Management Team for major works (with Co-ordinator)			
28	Prepare a scope of works and tender documents			
29	Obtain quotations for works identified			
30	Specify items to be recovered from the damaged site			
31	Order or hire all outstanding requirements			
32	Prepare damage reports and estimates of damage			
33	Obtain detailed specifications and quotations for reinstatement			
34	Consultants will advise on recovery co-ordination			
35	Establish replacement requirements for building contents			
36	Check original asset list against recovered items			
37	Check availability of supplies. Place orders			
38	Agree schedule for moving			
39	Co-ordinator informed			
40	Dewatering treatment (corrosion protection) of special plant and equipment			
41	Arrange for supply of mobile sanitation facilities for the location			

**QUICK REFERENCE CHECK LIST**

**SECURITY (ESTATES & FACILITIES) – TO BE AMENDED**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
All persons accounted for (liaise with Emergency Services)			
Visitors book checked - all accounted for			
Contractors on site - all accounted for			
Visit site and make contact with Emergency Services (with Safety)			
Surrounding property/walkways at risk			
Additional security needs satisfied			
If required obtain protective clothing for persons wishing to enter building (with Safety)			
Inform Security personnel of authorised persons who may need access to the premises			
Provide Visitor Register			
Instruct Security Department of requirements			
Arrange security for new premises			
Assess and confirm all revised security requirements			
Arrange and instruct on requirements			
Co-ordinator informed			
Other:			

**QUICK REFERENCE CHECK LIST**  
**HEALTH & SAFETY -- TO BE AMENDED**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Visit site and make contact with the Emergency Services (with Security)			
Health and Safety Executive notified (if necessary)			
Environmental Health notified (if necessary)			
Register of Visitors retrieved and pass to Co-ordinator/Personnel			
Surrounding property/walkways at risk			
Public warnings necessary			
Neighboring owners/tenants informed			
If required obtain protective clothing for persons wishing to enter building (with Security)			
Issue health and safety advice to all those entering the damaged location			
Check building safety with the Emergency Services (with E&F)			
Instruct staff on access procedures			
Brief on safety policy			
Arrange safety for new premises			
Assess and confirm all revised safety requirements			
Arrange and instruct on requirements			
Co-ordinator informed			
Other:			

**QUICK REFERENCE CHECK LIST**

**EXTERNAL RELATIONS (incl. Personnel)**

**(See also Checklist for Spokesperson) TO BE AMENDED**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Location of all injured known (Personnel)			
Check Personnel listing for next of kin			
Next of kin informed (by Emergency Services)			
Transport required for next of kin (Personnel)			
Medical check ups necessary (Personnel)			
Counseling service placed on standby			
Any special needs			
Telephone Department Heads to:-			
a) Instruct essential staff where to go			
b) Instruct non-essential staff and students where to go			
Request Department Heads to list urgent items and files which may need to be recovered from affected site			
Prepare list of staff and students who need access to affected site (with Student Services)			
Staffing requirements known			
Check with Department Heads for any special reasons for access or other needs			
Provide general enquiry number for dealing with staff problems			
Department Heads to instruct their staff on new arrangements			
Prepare written instructions on planned move to new premises			
Finalise detail on move			
Fix venue for presentation of details to staff and students			
Notify staff required to attend press briefing			
Co-ordinator informed			
Other:			

**QUICK REFERENCE CHECK LIST**

**SPOKESPERSON TO BE AMENDED**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Telephone or see the Vice Chancellor and/or Head of Colleges (with Co-ordinator)			
Information accuracy checked – prepare statement for immediate release			
Statement agreed by Vice-Chancellor			
Deadlines and routes for information release established:			
Release statement to media			
Arrange venue for briefing staff and students (with Co-ordinator and Student Services)			
Times and places of briefings established			
Department Heads notified of briefings			
Prepare updating report and Press release for review by the Vice-Chancellor (with Co-ordinator)			
Arrange Press briefing venue			
Fax details of briefing to Press/Media contact list			
Circulate Press information to Team Members, Department Heads and supplier of goods and services			
Prepare statement for general release for agreement by the Vice-Chancellor			
Co-ordinator informed			
Other:			

**QUICK REFERENCE CHECK LIST**  
**STUDENT SERVICES TO BE AMENDED**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Establish number of students from Halls of Residence to be found accommodation			
Liaise with Co-ordinator re:- — Number who can return home — Short term accommodation strategy — Acquire supplies and services — Arrange dining/food preparation facilities — Hire portable washrooms			
Prepare list of students who need access to affected site (with DER)			
Arrange venue for briefing staff and students (with Co-ordinator and Spokesperson)			
Inform students accordingly			

## QUICK REFERENCE CHECK LIST

### FINANCE

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Advise Insurance Officer			
Set up cost capture procedure per University normal Finance practices.			
Allocate unique ref. no. to all expense allocated to the claim with normal cost codes per heading of expense.			
Arrange cash to meet urgent purchasing needs.			
Check position of legally binding contracts which may be threatened by the new situation.			
Cash withdrawal for immediate needs.			
Issue cost capture forms to cover:-			
•Staff time			
•Materials			
•Services			
•Additional expenses			
Arrange meeting with UMAL and Loss Adjusters			
Prepare claim in accordance with insurance cover — interim payment.			

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

**QUICK REFERENCE CHECK LIST**

**BUSINESS RECOVERY - IT/IS TO BE AMENDED**

ACTIVITY	ACTION REQUIRED	DATE ACTIONED	SIGNED
Computer disaster recovery service notified			
Separate IT/IS Contingency Plan activated			
Installation engineers placed on standby			
Check with Department Heads to determine priority of installation			
PC replacement needs established			
Re-configure systems if possible			
Priorities for PC location established			
Backed-up data recalled			
If there is serious disruption to communication services invoke diversion of lines and call emergency back-up service			
Provide dedicated lines for staff, students, media			
Salvage undamaged PC's and reconfigure at new location			
Purchase additional PC's as required and arrange for delivery and installation at specified locations			
Restore back-up files to users			
Instructions given on new back-up procedures			
Arrange for installation of temporary communication lines as soon as possible			
Order and install Fax machines			
Install back-up exchange if available			
Review progress on electrics and data cabling installations			
Arrange cleaning and rectification of reusable IT equipment			
Order and install new IT equipment and file servers			
Refer to forms returned by Department Heads for additional urgent requirements			
Arrange new data back-up procedures			
Schedule transfer of equipment from present location			

**QUICK REFERENCE CHECK LIST**

**BUSINESS RECOVERY – IT/IS (CONT.)**

<b>ACTIVITY</b>	<b>ACTION REQUIRED</b>	<b>DATE ACTIONED</b>	<b>SIGNED</b>
Arrange for communications company to re-instate network			
Schedule installation dates and instruct contractors			
Notify Department Heads when systems are operational			
Co-ordinator informed			
Other:			

