



# **C R I S I S   M A N A G E M E N T   P L A N**

## **(edited version)**

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**Approved by:** Crisis Management Steering Group  
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# Crisis Management Plan

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# Introduction

## Overview

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# Mission Statement

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## Mission Statement

De Montfort University intends to respond to any crisis with the minimum disruption to staff or students, and with minimum disruption to the delivery of any services to internal and external customers.

It also intends to respond with respect and support for any member of staff, student or customer who may be involved, directly or indirectly, in any crisis, or who may be affected by any crisis as a consequence of the nature and/or impact of the crisis. This may include family or friends of staff, students or customers.

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## Critical processes

At a meeting on 16 March 2010, the University's Senior Executive endorsed the following as the critical processes it is committed to maintaining:

### Strategic Command and Support

The importance of having key people available to manage a critical incident cannot be stressed enough.

The University is committed to supplying key decision and policy makers at a strategic level to manage any critical incident and the recovery from it. Our plans will reflect our resilience and commitment to this undertaking.

### Crisis Communications

Communications, both internally and externally, including the management of the media are more acute at times of crisis.

The University is committed to providing personnel, technology and infrastructure to ensure that communication systems are fit for purpose at times of crisis. This will be reflected in our plans.

### Academic Delivery

Academic delivery is one of the fundamental requirements of the University. We recognise that this issue may be time critical, reflective of the time in the academic year when a critical incident occurs. We also recognise that there are some courses that depend upon face to face delivery and some where alternatives may be used. This consideration would also include the continuation of provision of access to learning resources wherever possible.

The University is committed to considering all alternatives when endeavouring to identify the most appropriate means of supporting Academic Delivery in a crisis.

### Assessment and Examination

These processes tend to be time-critical and therefore more critical at certain

times of the academic year, although assessment exercises, whether exams or course work submission, do take place throughout the academic year. They are fundamental to the continuation and progression of the student population and the delivery of DMU's key product (qualifications) in a timely manner.

The University will endeavour to support these processes at times of crisis to ensure that continuity and integrity are maintained.

### Admissions

These are the range of processes concerned with the technicalities of logging applications and making offers to home and international students; processes are time critical but, again, a fundamental process within the University business.

The University is committed to providing support to these processes at those critical times to ensure their continuation in the event of a crisis.

### Marketing

These are processes which support the admissions process, but are often focussed on plans for up to two years ahead. The University may take a view that these activities could be suspended if necessary.

### Student Welfare

There are activities within the University fundamental to learning which involve a certain amount of risk to individuals or the environment, usually mitigated by control measures through a Health and Safety risk assessment. An example would be lab based working. We also have to consider the learning accommodation and our ability to provide suitable alternative accommodation if needed in a crisis.

In addition, the University would need to ensure accommodation for those students in its own halls, if these were affected.

The University is committed to ensuring that the safety of students, as well as the larger community, is at the forefront of their planning in a crisis. Additionally, alternative options will be considered for the provision of accommodation as necessary.

### Staff Safety and Welfare

The University commits to preserve staff safety and welfare in the event of a crisis and not expose staff to unreasonable risks in the course of their duties.

### Central and Support Activities

There are some central and support activities that are fundamentally essential to the process of managing a University. Key areas highlighted in the BCPs in terms of support needed by Faculties in the event of a crisis are: IT, registry services (particularly at certain times in the year), Finance (particularly

payroll and being able to order goods), Estates (particularly the ability to source alternative accommodation).

The University will commit to regular reviews of plans to ensure that these support structures are able to deliver their processes, to a greater or lesser extent, in the time of a crisis.

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# Background to the Plan

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## **Rationale**

Following the occurrence of two serious incidents on University premises during 2007, De Montfort University recognised a need to examine its crisis management and business continuity capabilities and to define a structured response to any future crisis situation. Key to this would be:

- a documented plan that is generic in nature, rather than specific to any type of crisis;
- a clear command structure; and
- individuals who are fully aware of the roles they would be expected to undertake in a crisis situation.

In November 2007, members of the Strategic Management Group endorsed the development and operation of a Crisis Management Plan.

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## **Training day**

To assist with the Plan's development, a training day for the University's senior managers took place in May 2008. The training took the form of table-top scenario-based exercise, led by an external consultant.

The exercise exposed managers to a likely crisis and, as the incident unfolded, enabled them to consider the impact on the University and its critical business areas.

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## **Development of the process**

The above training day prompted the need to produce a Business Continuity Plan for each Faculty and Directorate and to integrate existing emergency plans with the new Crisis Management Plan.

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## Scope of the Plan

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### What the Plan covers

The Plan defines a framework for members of the Crisis Management Team, should the Plan be implemented in whole or in part, including;

- Events that may form ‘[a crisis](#)’;
- The [structure](#) of the Crisis Management Team and the roles of its members;
- A system for crisis [communications](#);
- The [resources](#) available to the Crisis Management Team; and
- [Contact details](#) for Crisis Management Team members and other key service providers.

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### What the Plan does not cover

The Plan does not identify:

- Strategic (Gold level) decisions to be made;
- Tactical (Silver level) supervisory decisions to be made; or
- Operational (Bronze level) actions to be taken.

Such information is contained within the Faculty and Directorate Business Continuity Plans. These are held electronically on the central storage facilities (see [Resources, Crisis Documentation](#) for location) and in hard copy at Faculty/ Directorate level.

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### Related policies, plans and procedures

The Crisis Management Plan should be applied in conjunction with the following University policies, plans and procedures:

Policy/Plan/Procedure	Owner	Contact
Emergency Action Policy	Health, Safety & Wellbeing	Mike Haynes-Coote, Head of Department
Business Continuity Plans	Faculties/ Directorates	Relevant Dean/Director
Health and Safety Policy	Health, Safety & Wellbeing	Mike Haynes-Coote, Head of Department
Guidelines on Pandemic (Swine) Flu for Employees and Managers	Human Resources	Sarah Setchell, Deputy Director

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### Risk assessment

The Plan assumes that all current risk assessments are valid.

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## Training and awareness

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### **Training of Team members**

This plan is subject to regular training and exercise opportunities. As a minimum, the following training will take place:

<b>Type of change</b>	<b>Requirement</b>	<b>By whom</b>
A business change within the crisis management process	Input as appropriate to explain the changes	Head of Security, Director of SPS or other, as appropriate
A change of named role or post-holder within the Crisis Management Gold Team	Individual training in the content and requirements of the role and appropriate terms of reference	Head of Security

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### **Annual briefing**

In addition to any input provided as a result of a process or post-holder change (see above), an annual briefing on Crisis Management will be provided to all Gold Team members, and will be cascaded to other staff as appropriate.

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### **Bronze (operational) level training**

Role specific training at bronze (operational) level will be provided, as and when required, by the appropriate Silver level (tactical) commander.

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## Reviewing the Plan

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**Timescale**

The plan will be reviewed annually.

However, if any significant business change occurs, the relevant section(s) of the plan will be updated at the earliest opportunity.

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**Responsibilities**

The process of reviewing and updating this plan and its related documents will be overseen by the Executive Board, or nominated sub group.

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# Evaluating the event

## Overview

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**In this section** This section contains the following topics.

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# Emergency or Crisis?

## Definition

Described below are the terms ‘emergency’ and ‘crisis’ as defined by the Civil Contingencies Act. These definitions are intended to assist with consistency of understanding across the emergency services / responders.

An...	Is defined as...						
Emergency	<ul style="list-style-type: none"> <li>• An event or situation which threatens serious damage to human welfare in a place in the United Kingdom;</li> <li>• An event or situation which threatens serious damage to the environment of a place in the United Kingdom; or</li> <li>• War, or terrorism, which threatens serious damage to the security of the United Kingdom.</li> </ul> <p>University resources subject to an accidental or a deliberate act may result in an ‘emergency’, for example:</p> <ul style="list-style-type: none"> <li>• a fire on campus;</li> <li>• a suspect package; or</li> <li>• a chemical spill.</li> </ul>						
Crisis	<p>Singular or combined events or occurrences happening on-site or off-site that have an impact on either:</p> <ul style="list-style-type: none"> <li>• business continuity; or</li> <li>• the health and welfare of staff, students or customers (and their families and friends).</li> </ul> <p>A crisis will require additional resources to assist in resolving the situation.</p> <p>A crisis can be caused by a:</p> <table> <tr> <th>Event</th><th>Cause</th></tr> <tr> <td>Natural occurrence</td><td> <ul style="list-style-type: none"> <li>• Pandemic influenza</li> <li>• Flood</li> </ul> </td></tr> <tr> <td>Spontaneous, unplanned event</td><td> <ul style="list-style-type: none"> <li>• Fire</li> <li>• Explosion</li> <li>• Utility failure</li> <li>• Adverse media exposure</li> <li>• Act of terrorism (conventional or CBRN (see <a href="#">Glossary</a>, below, for definition))</li> </ul> </td></tr> </table>	Event	Cause	Natural occurrence	<ul style="list-style-type: none"> <li>• Pandemic influenza</li> <li>• Flood</li> </ul>	Spontaneous, unplanned event	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Explosion</li> <li>• Utility failure</li> <li>• Adverse media exposure</li> <li>• Act of terrorism (conventional or CBRN (see <a href="#">Glossary</a>, below, for definition))</li> </ul>
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## Determining the crisis level

**Table**

The table below may assist in determining the level of response required:

Type of loss	If the loss can be described as...	Then the crisis level can be described as a ...
<u>Asset loss</u>  <ul style="list-style-type: none"> <li>Buildings</li> </ul>	Minor structural or cosmetic damage - no evacuation or relocation of occupants or services required	Localised incident
	Moderate damage - limited evacuation and short term relocation required	Minor crisis
	Major damage – significant evacuation and longer term relocation of occupants and services required	Major crisis
<ul style="list-style-type: none"> <li>Equipment</li> </ul>	Loss of limited equipment – requires replacement – easily sourced	Localised incident
	Loss of equipment – requires replacement – timescale for delivery impacts on service delivery	Minor crisis
	Loss of equipment – difficult to replace – major impact on service delivery	Major crisis
<ul style="list-style-type: none"> <li>Plant (<i>e.g. heating systems, power generators, etc</i>)</li> </ul>	Loss of limited equipment – requires replacement – easily sourced	Localised incident
	Loss of equipment – requires replacement – timescale for delivery impacts on service delivery	Minor crisis
	Loss of equipment – difficult to replace – major impact on service delivery	Major crisis
<u>Failure of IT/communications systems</u>  <ul style="list-style-type: none"> <li>Telephony</li> </ul>	Loss of limited services to site(s) but some access to all areas – requires engineer response	Localised incident
	Loss of service to site(s) – no critical impact on services - no fallback option – requires prompt engineer response	Minor crisis
	Major loss of system – no fallback options – critical impact on service delivery – requires urgent engineer response or provision of fallback option(s)	Major crisis

<ul style="list-style-type: none"> <li>Radio (i.e. mobile staff communications)</li> </ul>	Loss of limited services to site(s) but some access to all areas – requires engineer response	Localised incident
	Loss of service to site(s) – no critical impact on services - no fallback option – requires prompt engineer response	Minor crisis
	Major loss of system – no fallback options – critical impact on service delivery – requires urgent engineer response or provision of fallback option(s)	Major crisis
<ul style="list-style-type: none"> <li>Computers</li> </ul>	Loss of limited services to site(s) but some access to all areas – requires engineer response	Localised incident
	Loss of service to site(s) – no critical impact on services - no fallback option – requires prompt engineer response	Minor crisis
	Major loss of system – no fallback options – critical impact on service delivery – requires urgent engineer response or provision of fallback option(s)	Major crisis
<ul style="list-style-type: none"> <li>TV/Visual</li> </ul>	Loss of limited services to site(s) but some access to all areas – requires engineer response	Localised incident
	Loss of service to site(s) – no critical impact on services - no fallback option – requires prompt engineer response	Minor crisis
	Major loss of system – no fallback options – critical impact on service delivery – requires urgent engineer response or provision of fallback option(s)	Major crisis
<u>Failure of supply chain – TO University</u>	Limited loss of supply provider – new provider can be readily sourced – no critical impact	Localised incident
	Significant loss of supply provider – new provider difficult to source – requires CMT approval for funding or fallback options	Minor crisis
	Major impact on service provision by loss of supply provider – new provider difficult to source – CMT required to approve incremental closure or fallback options	Major crisis

<u>Failure of supply chain – FROM or WITHIN University</u>	Limited loss of supply provider – new provider can be sourced internally– no critical impact	Localised incident
	Significant loss of supply provider – critical service – CMT required to approve funding or fallback options (mutual aid?) – can be sourced elsewhere	Minor crisis
	Major impact on service provision – critical service - limited sources elsewhere – possible repercussions on integrity of University if fallback option not sourced immediately	Major crisis
<u>Loss of staff</u>	Limited loss of staff ( e.g. minor illness / injury) – replacement(s) easily sourced internally	Localised incident
	Significant loss of staff (e.g. specialist post) or multiple simultaneous staff loss (accident / illness (e.g. pandemic Flu)) – may be able to source elsewhere	Minor crisis
	Significant loss of staff (e.g. specialist post) or multiple staff loss (accident / illness (e.g. Pandemic Flu)) – unlikely to be able to source from elsewhere	Major crisis
<u>Loss of service delivery</u>  (see also Asset loss and Loss of staff, above)	Limited loss of assets / staff – can be sourced elsewhere – limited impact on service delivery	Localised incident
	Significant loss of assets / staff – may be sourced elsewhere but will have short-term to long-term impact on service delivery	Minor crisis
	Significant major loss of assets / staff – unlikely to be sourced elsewhere – will have significant short / medium / long-term impact on service delivery	Major crisis
<u>Loss of students</u>	Limited loss of student(s) due to localised illness or injuries (e.g. traffic accident) – can be dealt with by current University health & welfare services	Localised incident
	Loss of multiple students due to illness/ injury/fatality (e.g. meningitis epidemic, RTC, other study-related event) – requires CMT intervention in support of existing health & welfare services	Minor crisis
	Major loss of multiple students due to pandemic illness – including fatalities – requires CMT intervention in conjunction with Local Resilience Forum and Civil Contingencies ‘Emergency’.	Major crisis

<u>Loss of, or threat to, reputation/ integrity of University</u>	Limited threat – minor event contained on site and responded to in good time – no adverse public impact	Localised incident
	Minor threat – minor event contained on-site – has been brought to public attention – requires corporate media response and reassurance	Minor crisis
	Major event – e.g. breach of security to CBRN resources or failure of such – in public spotlight – requires corporate media response and reassurance	Major crisis

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# Responding to the crisis

## Overview

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## Level of response

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### Response

The nature of the emergency or crisis will determine the level of response by the Crisis Management Team. The decision to convene either the whole or part of the Team will be made by the Initial Response Cadre (see [Alerting the Crisis Management Team](#), below) of the Gold Level (Strategic) Command element of the Team.

Generally, however:

<b>If the crisis is deemed to be:</b>	<b>Then...</b>
An emergency	The Crisis Management Team would form part of a multi-agency response to the event
A localised incident	The CMT may elect not to convene
A minor Crisis	The CMT may elect to respond at a minimum level
A major Crisis	A full CMT response is required.

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## Alerting the Crisis Management Team

### Alerting

Whenever a crisis or potential crisis is identified, the following procedure should be instigated immediately:

Step	Action						
1	Alert Security by telephoning:						
2	Security to alert Duty Officer. A duty roster for this purpose is held by Security Control;						
3	Duty Officer to contact Chief Operating Officer or VC;						
4	<p>Duty Officer and Chief Operating Officer/VC to decide whether event amounts to:</p> <ul style="list-style-type: none"> <li>• Localised incident;</li> <li>• Minor Crisis; or</li> <li>• Major Crisis.</li> </ul> <p><u>Note:</u> This could involve convening a briefing meeting of initial key staff.</p>						
5	<p>Duty Officer to initiate appropriate response.</p> <p><u>Notes:</u></p> <table> <tr> <th>If it is concluded that the event...</th><th>Then</th></tr> <tr> <td>amounts to a Minor Crisis or a Major Crisis</td><td>The Initial Response Cadre will be called (see below).</td></tr> <tr> <td>Is a localised incident</td><td>The Duty Officer must sign-off the incident response as complete.</td></tr> </table>	If it is concluded that the event...	Then	amounts to a Minor Crisis or a Major Crisis	The Initial Response Cadre will be called (see below).	Is a localised incident	The Duty Officer must sign-off the incident response as complete.
If it is concluded that the event...	Then						
amounts to a Minor Crisis or a Major Crisis	The Initial Response Cadre will be called (see below).						
Is a localised incident	The Duty Officer must sign-off the incident response as complete.						

### Initial Response Cadre

It has been agreed that for any minor or major crisis, a small cadre of key personnel will be alerted and form an initial CMT. The cadre should consist of:

- Duty Officer (Gold Commander);
- Head of Security (Specialist Tactical advisor);
- Head of Corporate Communications (Communications Coordinator);
- Director of Finance (Planning Coordinator); and
- Director of Student and Academic Services (Gold Team Manager).

Normally, these staff should report to the Security Offices, Estates Management Building, The Gateway (opposite Gateway House), which will be the CMT site for spontaneous and short-term crisis management purposes. However, when in doubt, contact Security for guidance (see above for contact number).

### Flow diagram

A graphical illustration of the call out process is attached at Appendix 1.

# Structure and roles

## Introduction

In keeping with recognised Local Authority Emergency Services, the University's response to a crisis will comprise three levels:

- Gold level (Strategic) Command;
- Silver level (Tactical) Command; and
- Bronze level (Operational) Command.

This structure will ensure that, for events requiring the co-operation of both the University and Local Authority services, recognisable points of contact can be established quickly and painlessly at appropriate levels of Command.

During the early stages of any crisis, the Crisis Management Team will most likely comprise of both Gold and Silver representatives.

The following tables indicate the roles and responsibilities assigned to each of these levels:

## Gold Level (Strategic) Command

The extent to which Gold members are required, and for how long or how often they convene once strategy has been set, must be a decision of the overall Gold Commander.

The Gold Team are authorised to sanction any activity or funding that may be required to resolve the crisis.

### Gold Commander (Strategic Head of CMT)

Initial action:

- a) The Gold Commander will be contacted by the Duty Officer;
- b) Contacting the Vice-Chancellor will be at the Gold Commander's discretion;
- c) Based on the available information, the Gold Commander will decide whether the incident is 'Localised', 'Minor' or 'Major' (*see 'Determining the crisis level', above*);
- d) If the incident is considered to be 'Major' or 'Minor', the Gold Commander will convene the Initial Response Cadre (IRC). A virtual meeting of the IRC can be arranged through the Conference Genie service (*refer to grab bag for instructions*);
- e) The IRC will decide which members of the Gold and Silver teams to bring in.

Named Holder	Alternative or Deputy	Responsibility	Initial response cadre?
Chief Operating Officer	Duty Officer	To provide overall strategic guidance and decision making within the CMT with regard to both the crisis in-hand and	√ (If Duty Officer)

		<p>business continuity;</p> <p>To direct and ensure that all resources are completing their appropriate tasks at all three levels of response (Strategic, Tactical and Operational);</p> <p>To be identifiable as Strategic Head for media and corporate communications for the duration of the crisis, and to represent the University in that capacity in television or radio broadcasts should they arise;</p> <p>To consider any requirements to notify external regulators, funding bodies, etc of serious incidents affecting the University. For example, the University has a requirement to report 'serious incidents' to HEFCE, as defined in Annex H of the Model Financial Memorandum between HEFCE and institutions; and</p> <p>To validate any changes in the level and composition of the CMT as the crisis moves through response to recovery.</p>	
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#### Academic Operations Co-ordinator

This role will work closely with the Operations (Central Services) Co-ordinator and the Planning Co-ordinator.

If the Initial Response Cadre (IRC) decides that the incident warrants a full Gold team response, the Academic Operations Co-ordinator will be contacted by the Gold Team Manager and asked to attend a Crisis Management Team briefing.

<b>Named Holder</b>	<b>Alternative or Deputy</b>	<b>Responsibility</b>	<b>Initial response cadre?</b>
PVC (Teaching & Learning)	PVC (Research & Innovation)	To determine the extent and potential consequences of the crisis in terms of business continuity (core service delivery);	√ (If Duty Officer)

		<p>To prioritise response to the crisis and direct the appropriate Silver team;</p> <p>To liaise with Silver team and other departments as single point of contact for academic matters during the crisis;</p> <p>To facilitate the requirements of the Silver team to respond to the crisis; and</p> <p>To direct any recovery processes required, post-response, of the crisis.</p>	
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Operations (Central Services) Co-ordinator / Planning Co-ordinator

**N.B. This role can be filled by two people if a Major Crisis.**

The Operations (Central Services) Co-ordinator / Planning Co-ordinator will be either:

- Contacted by the Gold Commander and asked to be part of the Initial Response Cadre(IRC) discussions; or
- Be contacted by the Gold Team Manager and asked to attend a full Gold team briefing

<b>Named Holder</b>	<b>Alternative or Deputy</b>	<b>Responsibility</b>	<b>Initial response cadre?</b>
Director of Finance	Director of Estates & Commercial Services	<p>To support the Gold Commander as single point of contact for Silver team for Central Services, in conjunction with the Academic Operations Co-ordinator.</p> <p>To work in conjunction with the Academic Operations Co-ordinator to monitor events and assess potential impact and consequences;</p> <p>To collate and disseminate information for the Gold team;</p> <p>To co-ordinate and ensure correct communications single points of contact are maintained between Gold, Silver and Bronze teams at the event</p>	√

		location(s); and  To maintain liaison with Local Authority emergency response representatives as single point of contact for the Gold team. <i><b>Note:</b> If extensive liaison will be required, a separate Planning Co-ordinator should be appointed.</i>	
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### People Co-ordinator

If the Initial Response Cadre (IRC) decides that the incident warrants a full Gold team response, the People Co-ordinator will be contacted by the Gold Team Manager and asked to attend a Crisis Management Team briefing.

<b>Named Holder</b>	<b>Alternative or Deputy</b>	<b>Responsibility</b>	<b>Initial response cadre?</b>
Director of POD	Deputy Director of POD	To ensure all staff, students, families (where appropriate) and customers receive appropriate welfare and support throughout the response and recovery phases;  To facilitate transport and accommodation as required; and  To work in liaison with Local Authority emergency services to provide suitable locations and resources for casualty and/or survivor emergency centres, family centres, etc, wherever possible within DMU facilities.	√ (Director of HR, if Duty Officer)

### Communications Co-ordinator

The Communications Co-ordinator will be contacted by the Gold Commander and asked to be part of the Initial Response Cadre (IRC) discussions.

<b>Named Holder</b>	<b>Alternative or Deputy</b>	<b>Responsibility</b>	<b>Initial response cadre?</b>
Director of Marketing and Communications	Corporate Communications Manager	To manage information delivery / sharing protocols and points of contact for, and throughout, the crisis;  To develop (in conjunction with	√

		<p>LRF Communicating with the Public Group – where appropriate) corporate messages for each stage of the crisis; and</p> <p>To develop internal key messages for staff, students (and families where appropriate) and customers.</p>	
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### Gold Team Manager

The Gold Team Manager will be contacted by the Gold Commander and asked to be part of the Initial Response Cadre (IRC) discussions.

<b>Named Holder</b>	<b>Alternative or Deputy</b>	<b>Responsibility</b>	<b>Initial response cadre?</b>
Director of Student and Academic Services	Head of Academic Quality	<p>To establish a suitable CMT facility, including Gold and Silver facilities, equipped for the roles they will undertake;</p> <p>To record Gold team decisions and maintain a policy log of actions directed;</p> <p>To support co-ordinators where appropriate; and</p> <p>To maintain details of Silver team currently employed (assuming staff rotation over a protracted crisis) at any given time.</p>	√

### **Silver Level (Tactical) Command**

The Silver level Command provides continuity throughout any crisis and will sit until the crisis moves to recovery stage.

The responsibilities of the Silver level command will be to:

- provide a tactical response based on strategic guidance provided by the Gold Command Team;
- utilise specialist knowledge of the Faculty/Directorate and apply it to the event to determine possible extent and consequences of the crisis;
- identify appropriate Bronze level staff to respond to the crisis;
- inform the Gold Command Team of any changes in response or tactics;
- liaise with the Gold 'People Co-ordinator' to ensure appropriate welfare of staff and students is maintained throughout the crisis;
- liaise with Local Authority emergency responders in the event of a crisis requiring their response and co-ordination; and



- maintain a tactical overview and management of the crisis in the absence of Gold Team representation.

Membership will, in most cases, reflect those individuals nominated within Faculty and Directorate SOSOs and Business Continuity Plans and will, generally, comprise senior staff from the following Directorates:

- Estates & Commercial Services, including Security;
- POD, including Health, Safety and Wellbeing;
- ITMS;
- Legal Services;
- Finance; and
- Student and Academic Services.

The actual number of staff and roles required will depend upon the nature of the crisis.

Those currently nominated are listed in the [Contact names and numbers](#) chapter, below.

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#### **Bronze Level (Operational) Command**

Bronze Commanders do not form part of the CMT but are the University's main Operational responders. Membership will comprise suitable supervisory or specialist staff from across the University and will, in most cases, be those already identified in Faculty/Directorate Statements of Safety Organisation (SOSOs).

The responsibilities of the Bronze level command will be to:

- provide an appropriate Operational response to any crisis, based on, and utilising, their specialist knowledge;
- maintain liaison with Silver Commanders regarding changes in response or recovery processes; and
- ensure that sufficient staff are available to respond to the crisis at Bronze level, liaising with Silver Command as appropriate.

It is acknowledged that not all skills will need to be available at the outset of a crisis. Staff with the required skills/knowledge should be drafted-in at the relevant stage of response and/or recovery.

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## Key actions

**Response phase** Once the Duty Officer and Chief Operating Officer/VC have concluded that the CMT should convene, the following actions should be undertaken:

Action	Person responsible	Comments
Initiate / establish CMT incident (command) rooms	Gold Team Manager	CMT should aim to be up and running within: <ul style="list-style-type: none"> <li>60 mins - normal working hours; or</li> <li>120 mins - out of hours.</li> </ul>
Identify and callout appropriate CMT members	Gold Team Manager – as directed by Gold Commander	As above.
Identify Loggist to record all CMT Gold decisions	Gold Team Manager	Chronology of actions to be recorded.  Consider any potential public enquiry.
Identify CMT priorities and communicate accordingly	Gold Commander, supported by Operations (CS) Co-ordinator	
Implement Business Continuity Plans as appropriate	Academic Operations Co-ordinator	
Record Silver and Bronze teams and means of contact	Gold Team Manager	Maintain resilience in key staff.
Notify LA Emergency Responders and identify as Single Point of Contact	Operations (CS) Co-ordinator / Planning Co-ordinator	Only if crisis requires involvement or support from LA emergency responders.
Consider any requirements to notify external regulators, funding bodies, etc of the incident	Gold Commander	
Evacuate site if amounts to an evacuation event	Head of Security Services	Consider alternative suitable location prior to evacuation.
Secure Emergency Services access routes and Rendezvous points (RVPs)	Head of Security Services	RVPs to be identified and secured to provide ease of access.
Identify reception sites for displaced staff / students, etc if required Reference can be made to Business Continuity Plans	People Co-ordinator, in conjunction with the appropriate Silver team members	Liaise with Director of Estates & Commercial Services - Consider requirements of users.

Register displaced staff / students, etc arriving at reception sites	HR Bronze team - nominated by above	Lists of personnel to be maintained.
Record details of any casualties in such an event and secure relevant HR and student records	People Co-ordinator	As above.
Consider initial and potential media messages, responding to strategic steer from Gold Commander	Communications Co-ordinator	Consider liaison with LRF Media group for guidance / advice and consistency.
Consider information strategy for notifying next of kin in casualty type event	People Co-ordinator / Communications Co-ordinator	Close liaison with Emergency Services required if fatalities occur re Coroner requirements. Also, liaison with relevant Silver team members, e.g. Head of Governance & Legal Services.
Consider potential legal / integrity issues in conjunction with relevant Silver team members, for example, Head of Governance & Legal Services	Operations (CS) Co-ordinator / Planning Co-ordinator	Regular reviews of decisions.
Consider internal media / messaging strategy	Communications Co-ordinator	Consistency in messages.
Consider opening call centre capability for enquiries	Operations (CS) Co-ordinator	To be separate from normal business call handling.
Consider short and medium term staff / student welfare (duties / refreshments, etc)	People Co-ordinator, alongside Operations (CS) Co-ordinator	

**Recovery phase** Once the crisis is under control, the Crisis Management Team should arrange to undertake the following actions:

Action	Person responsible	Comments
Establish commencement of the Recovery Phase and set the overall framework with relevant CMT members	Gold Commander	
Implement longer-term BCPs in liaison with relevant Faculties and Silver members	Academic Operations Co-ordinator	
Maintain decision logs as	Gold Team Manager	

appropriate		
De-commission the Command Room	Gold Team Manager	
Consider cleanup and restoration issues	Operations (CS) Co-ordinator / Planning Co-ordinator	Liaise with Assistant Director of Estates & Commercial Services
Initiate IT and Communications restoration	Chief Information Officer	
Initiate restoration of student services / welfare	People Co-ordinator	
Initiate post-crisis counselling services, if appropriate	As above.	
Initiate recovery processes from 3 <sup>rd</sup> party interests (insurers & legal services, etc)	Director of Estates & Commercial Services / Deputy	
Initiate and maintain mutual aid processes with other education providers, if appropriate	Operations (CS) Co-ordinator, in conjunction with Deans/Heads of Department	
Consider internal and external media messages and reassurance where appropriate	Communications Co-ordinator	

**Debrief phase** Once recovery has been achieved, the following tasks should be undertaken:

<b>Action</b>	<b>Person responsible</b>	<b>Comments</b>
Initiate debrief process and review response and recovery phases, including gathering responses/reports from other Gold team members	Gold Team Manager, as instructed by the Gold Commander	
Respond to requests for information from the Gold Team Manager	All Gold team members	
Complete Post-Crisis Report	Gold Team Manager	
Review appropriate Business Continuity Plan(s) based on Report findings	Executive Board, or nominated sub group	Recommendations to COO

# Communicating the Crisis

---

## Introduction

The key to successful communication is to provide regular, consistent, clear and calm updates to all stakeholders. This will help to reduce the overall volume of calls over time.

A Communications Core Team will be selected from among the Gold Command. The role of the Communications Core Team will be to disseminate information as effectively as possible.

A list of Key actions for the Communications Core Team is provided below.

There are two distinct audiences:

- University staff and students; and
  - the wider community.
- 

## Informing staff and students

If the Communications Core Team agrees that staff and students should be informed about the crisis, contact should be made via one or more of the following methods:

### Staff

If the event occurs...	Then staff should be contacted via
During normal working hours	an all-user email
Outside of normal working hours	<ul style="list-style-type: none"><li>• local and regional media; and/or</li><li>• the DMU website</li></ul> <p><u>Note:</u> Depending upon the nature of the crisis, the Crisis Management Team may decide against contacting staff outside of normal working hours.</p>

### Students

If the event occurs...	Then students should be contacted via
During normal teaching hours	<ul style="list-style-type: none"><li>• an all-user email;</li><li>• Student Portal</li><li>• Blackboard;</li><li>• scrolling message boards within Faculty buildings; and/or</li><li>• display screens within University buildings.</li></ul>
Outside of normal teaching hours	<ul style="list-style-type: none"><li>• local and regional media;</li><li>• the DMU website (home page);</li><li>• Blackboard; and/or</li><li>• SMS (text message).</li></ul>

Refer to Key actions, below, for guidance on information to be imparted.

---

**Communicating to the wider community**

In a major crisis (see [Evaluating the event](#), above), the University is likely to receive a large amount of enquiries from:

- the media;
- concerned parents;
- businesses/partners; and
- the general public.

How we handle such calls will have an impact on the University's reputation. It is important, therefore, that all staff to whom such calls may be directed are:

- briefed on how to handle media enquiries; and
- provided with statements as appropriate to the situation.

Typically, the volume of calls will build quickly as news of the crisis spreads. From then on, volume is dependent both on the nature of the crisis and the speed with which we can bring the situation under control.

It is recommended that the Crisis Management Team operates a two-tiered call handling system, as follows:

Type of call	To be handled by the
Basic calls	Call Centre Team (see below).
Calls requesting information beyond that which the call taker has been provided with (for example, in-depth media enquiries)	<ul style="list-style-type: none"><li>• Press Office (office hours only); or</li><li>• Communications Co-ordinator (out of hours) (see <a href="#">Structure and roles</a>, above).</li></ul> <p><u>Note:</u> The Communications Co-ordinator will be supported, if necessary, by the Communications Core Team (see below).</p>

Some enquiries may be routed to regular front-line staff, for example:

- Switchboard; or
- Enquiry Centre.

To ensure consistency of communication, these members of staff must be briefed to transfer any calls relating to the crisis to the Call Centre Team or Press Office/ Communications Co-ordinator, as appropriate.

Guidance for call takers is available on the document storage facilities (see [Resources, Crisis documentation](#), below, for locations). Sufficient copies should be printed and distributed as appropriate.

---

**Call Centre Team**

A number of individuals have been nominated to form a Call Centre Team. The role of the Team will be to:

- take calls from the public;
- pass-on messages in relation to the crisis in hand; and
- act as a call filter to minimise the number of calls to which the Communications Core Team (see below) has to respond.

See [Contact names and numbers, Call Centre Team](#), below for a full list of nominated individuals.

The Call Centre Team will convene in.... The Senior Technical Analyst (Jon O’Grady), ITMS (x6060), is aware of the location of the equipment. It is anticipated that the facility can be up and running within one hour.

Instructions for setting up the Call Centre telephones is available on the document storage facilities (see [Resources, Crisis Documentation](#) for locations).

---

**Media facilities** In an extreme crisis, we can expect a very large volume of local and national media descending on us with little or no notice. In such circumstances, it would be in the University’s interest to be as accommodating as possible. Members of the media may be directed to the most conveniently located venue given the situation, e.g., ..... Vehicles should be parked in.....

---

**Key actions** The following key actions apply to the majority of crises and should be considered as the minimum for effective communication:

Action	By whom
Select at least 10 nominees to form the Call Centre Team (see Call Centre Team, above)	Communications Core Team
<u>Note:</u> The number to be selected will depend upon the scale of the crisis.	
Brief all staff to whom calls may be directed. This will include: <ul style="list-style-type: none"> <li>• members of the Call Centre Team;</li> <li>• Switchboard staff</li> <li>• Enquiry Centre staff</li> <li>• Press Officers; and</li> <li>• other identified key staff.</li> </ul>	Communications Co-ordinator
Create a positioning statement for approval by the Communications Core Team. The statement may be for both internal and external audiences and may be used as a reactive or proactive statement.	Communications Co-ordinator
Identify and brief a spokesperson(s), even in cases where comment is to be made on a reactive only basis.	Communications Core Team
<u>Note:</u> Typically, the spokesperson(s) will be part of the Communications Core Team, but in some cases it may be necessary to brief a member of staff or third party outside this Team.	

<p>Brief selected media.</p> <p><u>Note:</u> In some cases, it will be advantageous to inform selected media so that the quality of message and flow of communication is as controlled and neutral as possible.</p>	Communications Co-ordinator
<p>Agree the frequency at which statements will be updated during the crisis period.</p> <p><u>Note:</u> The frequency of update will depend upon the nature of the crisis and the degree to which the situation is subject to change. Updates will continue until such time as the Team declares the crisis no longer poses a threat to the University's reputation.</p>	Communications Core Team
<p>Contact relatives (<i>if relevant - for example, in the case of an accident or death</i>).</p> <p><u>Note:</u> Such contact will be subject to consultation with the Police, as appropriate.</p>	Communications Core Team
<p>Deliver communication to a wider audience, focussing on the following core elements:</p> <ul style="list-style-type: none"> <li>• Succinctly describe the incident;</li> <li>• Explain what was done as a result of the incident; and</li> <li>• Highlight any follow-up actions that are outstanding OR make it clear the incident is closed.</li> </ul> <p><u>Note:</u> Typically, the wider audience would be staff and possibly students and the local community (depending on the incident). Often, the communication would be delivered once the crisis has been contained or completely over.</p>	Communications Core Team
<p>Once the crisis is over, produce a summary of the crisis for presentation to the Executive Board, or nominated sub group. The summary should include:</p> <ul style="list-style-type: none"> <li>• action taken;</li> <li>• current media coverage (if any);</li> <li>• any outstanding actions;</li> <li>• an assessment of any likely follow-up media interest; and</li> <li>• recommendations based on lessons learnt.</li> </ul>	Communications Co-ordinator



# Resources

## Overview

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**In this section** This section contains the following topics.

Topic	See Page
‘Grab bags’	33
Incident (command) rooms – locations and equipment	34
Crisis documentation	35
Recompense for staff called-out or required to work additional hours	37

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## **‘Grab bags’**

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### **Contents**

‘Grab bags’ will be issued to all members of the gold level (strategic) command. Recipients must ensure that their ‘grab bag’ contains the following items at all times:

- A list of member’s own key contacts (staff/external)
- Own Faculty/Directorate business continuity plan
- A copy of the current Crisis Management Plan
- Critical Business Activities matrix
- Mobile phone charger
- Pens

Note: Additional items may be required for individual post-holders according to their role within the Team.

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## Incident (command) rooms – locations and equipment

**Locations** The following locations have been designated as incident rooms for the purpose of crisis management:

Site type	Location
Spontaneous / short-term site	Security Offices, Estates Management Building , The Gateway (opposite Gateway House)
Longer-term site	
<b>NB:</b> When in doubt, contact Security for guidance (...).	

**Telephone numbers** For a list of telephone numbers allocated to each incident room, please refer to [Contact names and numbers, Incident \(command\) rooms](#).

**Equipment** The incident rooms will, at all times, contain the following resources/ equipment:

Location	Equipment
Spontaneous / short-term site	<ul style="list-style-type: none"><li>• Desks for four (4) staff</li><li>• Three (3) telephone lines</li><li>• Fax machine</li><li>• Whiteboard</li><li>• Access to CCTV on Campus</li><li>• Access to radio communication to Estates staff</li><li>•</li></ul>
Longer-term site	<ul style="list-style-type: none"><li>• Sufficient desks &amp; chairs for minimum of ten (10) staff</li><li>• Sufficient telephones / lines / IT &amp; radio capabilities as required for purpose (Gold / Silver)</li><li>• Laminated copies of current CMT plan</li><li>• BT telephone directories (local)</li><li>• Copies of De Montfort University Telephone directory</li><li>• Copies of current Faculty/Directorate Business Continuity Plans</li><li>• Fax machine(s)</li><li>• Stationary (pads, pens, paper, etc)</li><li>• Flipcharts / whiteboards / smartboards if available</li><li>• TV &amp; radio access – for viewing &amp; recording any relevant broadcasts</li><li>• Maps of campus or other sites owned / utilised by University</li></ul>
<b>Note:</b> The equipment at each site is maintained and regularly checked by the Head of Security or nominated deputy.	

## Crisis documentation

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**Storage** Documents that are essential to, or that could be useful in, a crisis situation are housed electronically, both on-site (University server) and off-site.

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**Server locations** The on-site and off-site document storage facilities can be found at the following locations:

Server	Location
On-site	
Off-site	

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**Access to server** All Gold Team members will have full access to both sites, as will the following post-holders:

- Deans of Faculty; and
  - Gold Team secretariat.
- 

**Documents available**

Both sites will house identical documentation; this being

- The Crisis Management Plan;
  - Staff contact data (see Staff and student databases, below);
  - Student contact data (see Staff and student databases, below);
  - Faculty/Directorate Business Continuity Plans;
  - Guidelines on Pandemic (Swine) Flu for Employees and Managers;
  - Guidance for call takers;
  - Decision Log templates (*see Appendix 4*); and
  - Output from previous crises.
- 

**Staff and student databases**

Databases containing the contact details and other useful information pertaining to all staff and students belonging to the University are maintained by the Director of POD and the Director of SAAS respectively.

Selected information from each database has been converted to Excel files and uploaded onto the document storage facilities (see Server locations, above).

The Excel files are named:

On a monthly basis, these Excel files are automatically updated.

### Access to the Databases

Due to the confidential information contained within these databases, access has been restricted to the Director of POD plus the following personnel, who have been designated Gold Team secretariat:

- Sue Francis, Projects and Policy Officer, Executive & Governance Services;
- Lynda Kent, PA to Chief Information Officer/Deputy Chief Operating Officer; and
- Eileen Waldron, PA to Director of Student & Academic Services.

In addition, access may be provided to nominated members of the POD Directorate upon request.

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### **Updates**

The content of both sites will be maintained by the Projects and Policy Officer, Executive and Governance Services. Requests for amendment should be emailed to [sfrancis@dmu.ac.uk](mailto:sfrancis@dmu.ac.uk)

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## Recompense for staff called-out or required to work additional hours

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### Procedure

Arrangements currently exist to recompense staff who, in response to a crisis are:

- called-out; and/or
- required to work additional hours.

Information regarding these arrangements can be found on the shared storage facilities (see [Crisis documentation](#), above, for location details).

These existing arrangements should be adapted to accomodate the particular circumstances of any crisis.

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## Contact names and numbers

### Overview

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**In this section** This section contains the following topics.

Topic	See Page
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Silver level (tactical) command	42
Call Centre Team	47
University specialists	51
Local Resilience Forum agencies and other external service providers	52
Incident (command) rooms	53

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# Introduction

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## **Contacts provided**

The following pages list the contact details for:

- members of the Crisis Management Team;
  - specialists, both within and external to the University; and
  - those resources/facilities allocated for use in a crisis.
- 

## **Updating your details**

Contact details are maintained by the Projects and Policy Officer, Executive and Governance Services. Updates should be emailed to [sfrancis@dmu.ac.uk](mailto:sfrancis@dmu.ac.uk)

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## Gold level (strategic) command

### Contacts

The following members of staff currently make up the gold level (strategic) command element of the Crisis Management Team:

Position	Name	CMT role	Initial response cadre?	Telephone Nos
Vice-Chancellor	Prof Dominic Shellard	Initial SPOC for potential “crisis” evaluation		Business:  Home:  Mobile:
Chief Operating Officer	Ben Browne (Acting)	Gold Commander and Deputy SPOC for potential “crisis” evaluation	√ (if Duty Officer)	Business:  Home:  Mobile:
Pro Vice-Chancellor (Research & Innovation)	Prof Andy Collop	Deputy Academic Operations Co-ordinator	√ (if Duty Officer)	Business:  Home:  Mobile:
Pro Vice-Chancellor (Teaching & Learning)	Prof Andy Downton	Academic Operations Co-ordinator	√ (if Duty Officer)	Business:  Home:  Mobile:
Head of Student and Academic Services	Jo Cooke	Gold Team Manager	√	Business:  Home:  Mobile:
Head of Academic Quality	Emma Sheffield	Deputy Gold Team Manager	√ (in absence of primary role-holder)	Business:  Home:  Mobile:
Director of Finance	Jonathan Shuter	Operations Co-ordinator (Central Services)	√	Business:  Home:  Mobile:
Director of Estates & Commercial Services	David Carrott	Deputy Operations Co-ordinator (Central Services)	√ (in absence of primary role-holder)	Business:  Home:  Mobile:

Director of POD	Sarah Setchell (Acting)	People Co-ordinator		Business: Home: Mobile:
Deputy Director of POD	Sarah Allen (Acting)	Deputy People Co-ordinator		Business: Home: Mobile:
Director of Marketing and Communications	Keith Perch	Communications Co-ordinator	√	Business: Home: Mobile:
Corporate Communications Manager	Jo Griffin	Deputy Communications Co-ordinator	√ (in absence of primary role-holder, or if Duty Officer)	Business: Home: Mobile:
Head of Occupational Health, Safety & Wellbeing	Mike Haynes-Coote	Gold Command Advisor		Business: Home: Mobile:
Executive and Governance Services – Projects & Policy Officer	Sue Francis	CMT Secretariat		Business: Home: Mobile:
PA to Chief Information Officer/Deputy COO	Lynda Kent	Deputy CMT Secretariat		Business: Home: Mobile:
Student & Academic Services - PA	Eileen Waldron	Deputy CMT Secretariat		Business: Home: Mobile:

## Silver level (tactical) command

### Nominees

The table below lists those members of staff currently nominated to form the silver level (tactical) command element of the Crisis Management Team.

The actual roles to be drafted-in will vary according to the nature of the crisis:

Faculty/ Directorate	Name	Emp No.	Position/Dept	Telephone Nos
HLS	Prof Mandy Ashton		PVC/Dean	Business:  Home:  Mobile:
TECH	Prof Andrew Collop		PVC/Dean	Business:  Home:  Mobile:
BAL	Prof David Wilson		Deputy Vice- Chancellor / Dean	Business:  Home:  Mobile:
AD&H	Dr Gerard Moran		PVC/Dean	Business:  Home:  Mobile:
BAL	Tracey Lee-Adams		Faculty Manager	Business:  Home:  Mobile:
BAL	Sheree Peale		Head of Law School	Business:  Home:  Mobile:
BAL	Andy Rees		Head of Undergraduate Studies / Deputy Dean / Head of Dept of Strategic Management & Marketing	Business:  Home:  Mobile:
BAL	Martyn Kendrick		Head of Postgraduate Studies / Director of International Strategy	Business:  Home:  Mobile:

BAL	David Russell		Head of Department – Accounting & Finance	Business:  Home:  Mobile:
BAL	Kerrie Deakin		Associate Head of Postgraduate and Professional Law Programmes	Business:  Home:  Mobile:
BAL	Tim Hillier		Associate Head of Undergraduate Law Programmes	Business:  Home:  Mobile:
BAL	Amanda Thompson		Head of Department - Human Resource Management	Business:  Home:  Mobile:
HLS	Kevin Power			Business:  Home:  Mobile:
HLS	Sandra Hall		Head of Pharmacy Practice	Business:  Home:  Mobile:
AD&H	Jim Popple		Faculty Manager	Business:  Home:  Mobile:
AD&H	Rob Brannen		Head of Department	Business:  Home:  Mobile:
TECH	Georgina Hill		Faculty Manager	Business:  Home:  Mobile:
TECH	Warren Manning		Deputy Dean / Head of School of Computer Science and Informatics	Business:  Home:  Mobile:

TECH	Tim Watson		Director of Cyber Security Office	Business: Home: Mobile:
Finance	John Gamble		Exchequer Accountant	Business: Home: Mobile:
Finance	Sandra Samples		Deputy Director of Finance	Business: Home: Mobile:
POD	Nick Allsopp		Head of Academic Professional Development	Business: Home: Mobile:
Library	Kathryn Arnold		Chief Information Officer/Deputy COO	Business: Home: Mobile:
Library	Alan Brine		Head of Technical Services	Business: Home: Mobile:
Library	Richard Patridge		Head of Public Services	Business: Home: Mobile:
Library	Brian Graham		IT Services Team Manager	Business: Home: Mobile:
Library	Owen Williams		Senior Systems Engineer	Business: Home: Mobile:
Marketing & Communications	Robert Kitt		Head of Market Insight and CRM	Business: Home: Mobile:

Marketing & Communications	Helen Whitehead		International Recruitment Manager	Business: Home: Mobile:
Estates & Commercial Services	Martin P Wrigley		Head of Housing and Centre Services	Business: Home: Mobile:
Estates & Commercial Services	Kevin Burrows		Head of Security Services	Business: Home: Mobile:
SPS	Aaron Morrison		Director (Acting)	Business: Home: Mobile:
Executive and Governance Services	Rebecca Jenkyn		Head of Governance & Legal Affairs	Business: Home: Mobile:
ITMS	Pete Norman		Interim Head of IT Operations (Emergency Contact)	Business: Home: Mobile:
Student & Academic Services	Jon Lees		Deputy Director	Business: Home: Mobile:
Student & Academic Services	Lucy Madahar		Head of Careers & Employability	Business: Home: Mobile:

## Call Centre Team

### Contact list

Listed in the following table are the names and contact numbers of staff who have been nominated to act as call taker.

The last column of the table indicates whether the staff member can be called-upon act in the capacity of Team Leader.

An appropriate number of staff should be selected from this list for call-out; the exact number will be determined by the nature/severity of the crisis.

Faculty/ Directorate	Name	Emp. No	Position/Dept	Telephone Nos	Team Leader?
BAL	Laura Herbane		UG Programme Manager	Business:  Home:  Mobile:	
BAL	Rita Gough		Senior Admin Co- ordinator	Business:  Home:  Mobile:	
BAL	Sue Owen		PG Programmes Manager	Business:  Home:  Mobile:	
BAL	Vicki Clarke		PG Programmes Manager	Business:  Home:  Mobile:	
BAL	Margaret Spence		PA to Dean	Business:  Home:  Mobile:	
HLS	Jackie Martin		Principal Lecturer Social Work	Business:  Home:  Mobile:	✓
HLS	Lazar Karagic		Principal Lecturer Nursing & Midwifery	Business:  Home:  Mobile:	

HLS	Tina Harris		Principal Lecturer Nursing & Midwifery	Business:  Home:  Mobile:	
HLS	Nicky Genders		Principal Lecturer Nursing & Midwifery	Business:  Home:  Mobile:	
HLS	Simon Oldroyd		Head of School Allied Health Sciences	Business:  Home:  Mobile:	
HLS	Graham Basten		Associate Head  Allied Health Sciences	Business:  Home:  Mobile:	
HLS	Martin Elliott		Associate Head; School of Allied Health Sciences  Pharmacy	Business:  Home:  Mobile:	
HLS	Mark Fowler		Principal Lecturer in Forensic Science  Pharmacy	Business:  Home:  Mobile:	
HLS	Sandra Hall		Head of Pharmacy Practice	Business:  Home:  Mobile:	
HLS	Karen Pitchford		Principal Lecturer  Pharmacy	Business:  Home:  Mobile:	
AD&H	Andrea Jones		Health, Safety & Operations Co- ordinator	Business:  Home:  Mobile:	
Library	Helen Kitson		Senior Information Assistant	Business:  Home:  Mobile:	



Library	Sarah Ellis		Senior Information Assistant	Business: Home: Mobile:	
Library	Anselm Kersten		Senior Information Assistant	Business: Home: Mobile:	
Marketing & Communications	Jamie Bradford		Outreach Manager	Business: Home: Mobile:	
Marketing & Communications	Mark Janes		Postgraduate Marketing & Recruitment Manager	Business: Home: Mobile:	✓
SPS	Chris Dackombe		Planning Officer	Business: Home: Mobile:	✓
SPS	Vipul Patel		Planning Officer	Business: Home: Mobile:	
Student and Academic Services	Jit Pandya		Student Community Development Officer	Business: Home: Mobile:	
Student and Academic Services	Ami Benning		Mental Health Advisor	Business: Home: Mobile:	✓
Student and Academic Services	Andy Gale		International Student Support Officer	Business: Home: Mobile:	
Student & Academic Services	Emma Adams		Support Administrator	Business: Home: Mobile:	

Student & Academic Services	Assunta Popple		Centre for English Language Learning	Business: Home: Mobile:	✓
DAQ	Sally Lloyd		Curriculum Planning Officer	Business: Home: Mobile:	
DAQ	Wendy Howe		Secretary, Admin Assistant	Business: Home: Mobile:	
RBI	Charlotte Gore		PA to PVC R&I and Director of RBI	Business: Home: Mobile:	

**Call Centre location**

The Call Centre will be located in....

**Telephone number**

The following telephone extensions have been allocated to the Call Centre. They will operate as a hunt group facility, i.e., the caller will be patched through to the next available extension:

- .... through to .....

## University specialists

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### Contact list

The following table lists contact names and numbers for those members of DMU staff with specialist roles that may need to be called-upon in a crisis:

Specialism	Name(s)	Contact number(s)
Chemical safety advisor	N/A	
GM / Biological Safety Advisor	Dr John Hall	
Radiation Protection Advisor	Dr Sonia Nuttall	
Fire Safety Advisor	Tim Moss	
Medical Advisor	Dr Ian Cross	
Occupational Health Advisor	Anthea Turnbull	
Occupational Health Nurse		
Health and safety advisors	Mike Haynes-Coote	
	Roger Yates	
IT advisor	Pete Norman	
Communications advisor	Keith Perch	

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## Local Resilience Forum agencies and other external service providers

### Contact list

The following table lists contact numbers for the Local Resilience Forum agencies and other external service providers that may need to be contacted in a crisis:

Department/Agency	Contact number	Fax number	Contact
Leicestershire Constabulary Control Room			Force Ops Room Inspector or Team Leader
Leicestershire Fire & Rescue Service Control			Control Room Supervisor
East Midlands Ambulance Services Control			Control Room supervisor
Leicester City Council Emergency Management section			
Leicester, Leicestershire & Rutland LRF			Superintendent, Operations
Leicester City Primary Care Trusts			
University Hospitals of Leicester:			
• LRI			Switchboard A & E
• Glenfield			
• Leicester General			
Health Protection Agency (East Mids)			
Environment Agency			
Health & safety executive			
Utilities:			
• Electricity			
• Gas			
• Water (STWA)			
• Telephones (BT)			

## Incident (command) rooms

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### Spontaneous / short-term site

The following telephone numbers are installed in the spontaneous / short-term incident room:

Internal extension	External number

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### Longer-term site

The following telephone extensions have been allocated to the longer-term incident room. They will operate as a hunt group facility, i.e., the caller will be patched through to the next available extension:

Internal extension

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# Glossary

## Overview

### Table

The following table gives an explanation of terms and references used within the Crisis Management Plan:

<b>Term</b>	<b>Meaning</b>
<b>Bronze</b>	Operational Command staff (business unit staff and specialists)
<b>CBRN</b>	Chemical, Biological, Radiological or Nuclear
<b>Civil Contingencies Act</b>	Current legislation governing emergency response and recovery
<b>CMP</b>	Crisis Management Plan
<b>CMT</b>	Crisis Management Team
<b>EMAS</b>	East Midlands Ambulance Service
<b>Gold</b>	Strategic Command staff (Executive Officers of DMU)
<b>HPA</b>	Health Protection Agency
<b>Incremental Closure</b>	Process by which normal business is reduced and resources realigned to the crisis
<b>LFRS</b>	Leicestershire Fire & Rescue Service
<b>Localised incident</b>	One requiring no CMT
<b>LRF</b>	Local Resilience Forum ( Local Emergency Responders – integrated body)
<b>Major Crisis</b>	Requiring full CMT escalation
<b>Minor Crisis</b>	Possibly requiring CMT on smaller scale
<b>Silver</b>	Tactical Command staff ( senior managers and specialist advisors)
<b>UHL</b>	University Hospitals of Leicester



# Appendices

## Overview

**In this section**      The Crisis Management Plan contains the following appendices:

No.	Appendix
1	Crisis Management Model (Flowchart)
2	Table - Location of faculties, services and other assets
3	Map of University campus
4	Decision Log template



## Revisions index

## Overview

**Introduction** This document will be reviewed at least annually and updated as appropriate.

<b>Table of amendments</b>	Since the original version was approved, the following amendments have been made to the manual.
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[illegible]