



**‘Deep Dive’ Report on Emergency Planning & Business
Continuity Framework of QMUL**

Outcome requested:	Audit & Risk Committee is asked to note the submitted paper on the QMUL management of strategic risk relating to emergency planning and business continuity.
Executive Summary:	The paper details the key issues addressed by an emergency planning and business continuity framework across the QMUL estate and the extent to which the use of the plan mitigates the risks identified.
QMUL Strategy: strategic aim reference and sub-strategies [e.g., SA1.1]	QMUL strategic Aims; 6.1 Achieve enhanced investment in resources and facilities, for the benefit of students and staff, with an appropriate balance of contributions from across all components of QMUL
Internal/External regulatory/statutory reference points:	<ul style="list-style-type: none"> • QMUL Strategic Risk Register: March 2016 • Professional Services Risk Register: March 2016 • ARCS Risk Register: March 2016 • Estates & Facilities Risk Register March 2016 • Finance Risk Register: March 2016 • Occupational Health & Safety Risk Register: March 2016 • Business Continuity Institute: Good practice Guidelines 2013 • ISO: 22301:2012 Societal Security -- Business Continuity Management Systems • BS: 65000 British Standards Institute (BSI) (2014): Guidance on Organisational Resilience. BSI Standards Publication • Business Continuity Institute: Horizon Scan Report 2016
Strategic Risks:	15.01 safety and security of people, assets and data with appropriate contingency for sustaining facilities and functions.
Equality Impact Assessment:	Not required – no protected group will be negatively affected directly or indirectly as a result of the contents of this paper.
Subject to prior and onward consideration by:	QMSE
Confidential paper under FOIA/DPA:	NO
Timing:	For consideration by Audit & Risk Committee, 2 nd June 2016
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Date:	13 th May 2016
Senior Management/External Sponsor:	Emma Bull, Interim Chief Operating Officer

1.0 Executive Summary

1.1. The purpose of this paper is to outline the development to date, current position, and future priorities relating to emergency planning and business continuity across the whole of QMUL.

1.2. Regulatory compliance within this field of contingency planning in the United Kingdom is delivered under the auspices of the Civil Contingencies Act 2004, which provides a single framework for civil protection developed around integrated emergency management and delivered through a coordinated multi-agency framework traditionally led by the blue light services. Consequence management based on the response rather than the cause of any critical event is at the core of this process.

1.3 Business continuity should aim to ensure organisations adopt and develop the management processes and systems necessary to ensure the continuity and delivery of their business and services in the aftermath of any disruptive event. Business continuity measures should aid organisations to enhance resilience characteristics and ensure sufficient response capability. Business Continuity Management is defined in **ISO 22301:2012** as *'the process of identifying potential threats to an organisation's business operations', and as a process 'which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, and brand and value-creating activities.'*

1.4. It is important when considering both emergency planning and business continuity measures that they are viewed as separate but closely related, (even overlapping), disciplines. Both are required to properly achieve the organisational resilience of an organisation. Such **resilience ensures an organisation is consistently able to achieve its objectives and fulfil its core purpose through being able to anticipate, respond and adapt to acute or sudden shocks and chronic or incremental changes, so that it survives and prospers into the future (BSI 2014)**. In essence the key objective is to ensure sustainability of service irrespective of the nature and extent of any disruptive event.

1.5. The development activity and consultation that led to the creation of the Incident Management Plan (IMP) represented the first meaningful steps in an evolving and ongoing process to develop the capability and resilience of QMUL. The IMP (now at Version 1.2 dated 14th December 2015) provides a very workable response, recovery framework and follow on processes to be used in the immediate aftermath of any critical incident which has the potential to negatively impact on QMUL.

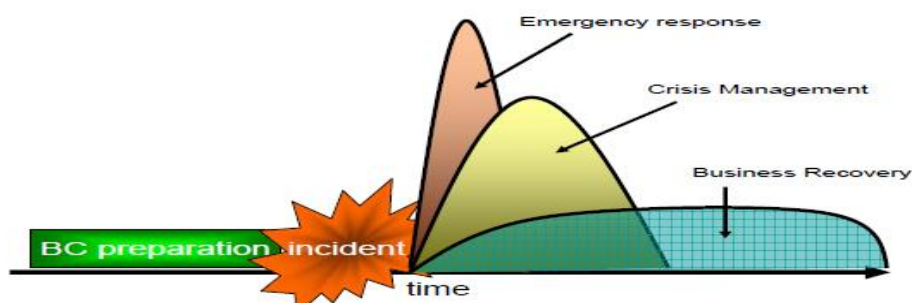
1.6. Given the multi-faceted structure of QMUL, there is a need to ensure the consistent application of business continuity and emergency planning support in all areas. It is equally valid to strive to ensure that the major concerns and potential impacts of the whole of QMUL are properly reflected and prioritised in the plans and measures that are implemented. To this end a roll-out process has been on-going to establish meaningful contacts and sustainable two way communication and support with schools and faculties. This dialogue has included the creation, in partnership with individual contacts, of Business Impact Analysis documents on a template provided as well as support in the creation of local plans to compliment the centralised IMP. Key issues identified during this process have and will be used to adjust the central IMP where this is warranted.

2. Introduction

2.1. Business Continuity Management (BCM) is a holistic process that identifies potential threats and evaluates possible adverse impacts that may be caused to the operation of QMUL if they were realised. The emergency response (ER) phase focuses on the protection of life and property / assets. The BCM strategy ensures plans are in place to allow the University to deliver its objectives during any period of business interruption and the business recovery management (BRM) plan should identify the activities necessary to allow the University to return to 'business as usual' as quickly as possible. The

ER/BCM/BRM process provides a framework for building resilience and the capability to respond effectively to business interruptions.

The diagram below will be familiar to many and illustrates in the most clear and simple manner the overlapping nature and concept of business ER / BCM / BRM:



2.2. The development, implementation and continued maintenance of IMP/BC processes should extend to more than the publication of plans and is an ongoing process which is crucial. If not fully embraced and embedded throughout the institution then QMUL may be exposed to unnecessary future vulnerabilities. The need to enhance knowledge, roles and responsibilities as well as increase situational awareness of all campus users should be the overall objective. Embedding business continuity and emergency planning measures in the local plans and processes of individual schools is essential.

2.3. Preparedness is reflected in the procedures and measures are developed and implemented to respond and recover from any disruptive event. Continued work on risk registers and development of business impact analysis (BIA) processes is the vehicle for developing this preparedness. Whilst the IMP is in effect the 'fire-fighting' aspect the Business Continuity elements seek to develop processes that will facilitate the return to or the continuation of service. **BS: 65000: BSI** suggests that all organisations should be resilient and describes this as **"...a strategic objective intended to help an organisation survive and prosper..."**

2.4. The development of resilience across QMUL has involved encouraging departments and schools to consider risk through internal assessment and endeavour to develop mitigating procedures both internally and also by developing engagement and communication with external bodies and groups. It is encouraging to note that such practises have already been developed across the bulk of QMUL. For example, the Wolfson Institute at CHSQ already have formal arrangements in place with an external body to provide alternative storage for tissue in the event of problems with the CHSQ facility. The BSU at CHSQ also ensure that all of their suppliers are adequately checked on an annual basis to ensure that they have appropriate business continuity measures in place minimising the potential for disruption on service provision to the BSU.

3. Delivery of Business Continuity and Emergency Planning

3.1. The strategic oversight of this area is the role Business Continuity and Emergency Planning Group under the COO as Chair.

3.2. Responsibilities that used to be shared between Estates and Facilities and the Occupational Health and Safety Directorate are now grouped as being the sole responsibility of Estates and Facilities.

3.3. The responsibility for the central delivery of the QMUL wide management and support for this area lies with the Assistant Director of Estates, Residential Services and Events. The every-day activity and on-going work in this area is the role of the Head of Security and Emergency Planning supported by a recently appointed dedicated Business Continuity Manager.

3.4. The successful engagement with schools and departments as well as the named contact currently listed for ongoing development of dialogue and plans is shown in Table 1 below along with the progress made with Business Impact Analysis and Incident Response Guides to date:

Faculty of Science & Engineering				
School/Section	Meeting Date	Name	BIA	IRG
Mathematics	07/10/2015	Jo Young	Awaiting 1st draft	Awaiting 1st draft
Physics	09/10/2015	Sarah Cowls	Awaiting 1st draft	Awaiting 1st draft
Biological & Chemical School	26/09/2015	Fiona Marsh Sam Court	1st Draft	Awaiting 1st draft
Engineering & Material	28/10/2015	Jayne Hawkins	Awaiting 1st draft	Awaiting 1st draft
Electrical Eng & Comp Sc	27/11/2015	Edward Hoskins Laura King	1st Draft	Awaiting 1st draft
Faculty of Humanities and Social Sciences				
School/Section	Meeting Date	Name	BIA	IRG
CCLS	18/08/2015	Chris Murray	Completed	Completed
Economics & Finance	26/08/2015	Sati Thandi	Completed	Completed
Geography	11/09/2015	Anne Dulic-Sills	Completed	Completed
Law	22/09/2015	Nerys Evens	Awaiting 1st draft	Awaiting 1st draft
Politics	08/12/2015	Marlon Gomes	Awaiting 1st draft	Awaiting 1st draft
Business & Management	28/09/2015	Elizabeth Goldsmith	1st Draft	Awaiting 1st draft
Languages, Ling & Film	16/09/2015	Jill Evans	Awaiting 1st draft	Awaiting 1st draft
English & Drama	25/11/2015	Jenny Gault	Awaiting 1st draft	1st Draft
School of Medicine & Dentistry				
School/Section	Meeting Date	Name	BIA	IRG
Blizard Institute	29/09/2015	N. McCloskey	Awaiting 1st draft	Awaiting 1st draft
Institute of Dentistry	03/12/2015	Jo Kirner	Awaiting 1st draft	Awaiting 1st draft
Inst of Health Science Education	29/09/2015	Kate Brooks	Awaiting 1st draft	Awaiting 1st draft
William Harvey Res Inst	03/12/2015	Denise Elliott	Awaiting 1st draft	Awaiting 1st draft
Wolfson Institute	24/09/2015	Cheryl Mason	Awaiting 1st draft	Awaiting 1st draft
Biological Services Mile End	14/12/2015	G.Hanson R.Rountree	Awaiting 1st draft	Awaiting 1st draft
Biological Services Mile W/Ch	02/02/2016	Tony Price	Awaiting 1st draft	Awaiting 1st draft
Biological Services Mile C/Hse	22/02/2016	Fraser Darling	1st Draft	Awaiting 1st draft
Professional Services				
School/Section	Meeting Date	Name	BIA	IRG
Finance	10/02/2016	Joanna Jones	Awaiting 1st draft	Awaiting 1st draft
IT Services	03/09/2015	S.Miah/L.Nawrot	Completed	Completed
PS - Estates and Facilities				
School/Section	Meeting Date	Name	BIA	IRG
Catering	09/11/2015	Graham Brundle	1st Draft	Awaiting 1st draft
Residential Services	11/11/2015	Suzanne Cantelo	Awaiting 1st draft	Awaiting 1st draft
Housing Services	11/11/2015	Barbara Ashcroft	Awaiting 1st draft	Awaiting 1st draft
Security	18/12/2015	Bob Hunt	Awaiting 1st draft	Awaiting 1st draft
Sales & Events team	22/02/2016	Jennie Powell	Awaiting 1st draft	Awaiting 1st draft
Facilities	15/12/2015	Steve Borthwick	Awaiting 1st draft	Awaiting 1st draft
PS - E & F, Student Services				
School/Section	Meeting Date	Name	BIA	IRG
Library Services	06/10/2015	Pat Simons	Completed	No
Advice & Counselling	17/11/2015	Laura Sequeira	Completed	No
Disability & Dyslexia	17/11/2015	Simon Jarvis	Completed	No
Careers	17/11/2015	Emily Huns	Completed	No
Library	06/10/2015	Maria Montegue	Completed	No
Student Union				
School/Section	Meeting Date	Name	BIA	IRG
Student Union	18/11/2015	Mike Wojcik	Awaiting 1st draft	Awaiting 1st draft

Table 1

4. Case Study

4.1. Given the live experience resulting from the Lincolns Inn Fields power outage the development of the Business Impact Analysis (BIA) (see Appendix 1) and Incident Response Guide (IRG) (see Appendix 2) developed by CCLS provide outstanding examples of what might be achieved. Both of these documents are attached.

5. Development Progress to Date

5.1. Table 2 below shows the development milestones to date in the evolution of the IMP and the rollout of training and briefing to individuals as well as schools:

Date	Event
31 st July 2014	Draft version of 'Incident Management Plan' circulated for feedback
1 st August 2014	Version 1 of 'Incident Management Plan' made available on College intranet
9 th September 2014	Emergency Planning Brief and Exercise for QMSE
18 th December 2014	KPMG meeting to discuss Emergency Response Plan Internal Audit
February 2015	KPMG Emergency Response Plan Internal Audit published with only one medium priority recommendation
19 th March 2015	'Incident Management Plan' updated to create Version 1.1
20 th March 2015	Version 1.1 of 'Incident Management Plan' made available on College intranet
28 th April 2015	2 nd Emergency Planning Brief and Exercise delivered to QMSE and EAF Senior Managers
22 nd July 2015	3 rd Emergency Planning Brief and Exercise delivered at PSLT Summer Conference
1 st August 2015	Business Continuity Manager appointed (new role)
14 th December 2015	'Incident Management Plan' updated to create Version 1.2
21 st December 2015	Version 1.2 of 'Incident Management Plan' made available on College intranet
9 th May 2016	3 staff members attend 'Loggist Training' organised by Higher Education Business Continuity Network
8 th June 2016	Half day crisis communications exercise and workshop organised by Marketing and Communications for their departmental needs as well as those of some relevant reps from Security, IT, QMSU and some M&C contacts from Schools

Table 2

5.2. Table 3 below illustrates the 'real' incidents and threats that have successfully been dealt with utilising the IMP and the processes in place as a basis for the QMUL response:

Date	Incident
10 th September 2014	Ebola Brief & Discussion with IMT chaired by MSN
4 th October 2014	Fire in Pooley House Kitchen Follow up meetings held 6 th & 7 th October 2014 chaired by MSN
5 th October 2014	Student death on campus Emergency Response Meeting – 6 th October 2014 10:00 Follow up meeting – 8 th October 2014 12:00 chaired by MSN
30 th October 2014	Pooley House – loss of power and water Emergency Response Meeting – 31 st October 2014 09:00 QMSE Summary Report Meeting – 5 th November 2014 12:30
9 th March 2015	Queens Building Power Outage Emergency Response Meeting – 9 th March 2015 10:00 Meetings – 10 th March 2015 07:30, 08:30 & 11:00 Lessons Learnt Meeting – 25 th March 2015 Follow Up Meeting – 29 th July 2015 – 13:00
14 th March 2015	QMUL Student arrested attempting to travel to Syria Follow up Response Meeting – 23 rd March 2015 09:30
1 st April 2015	Lincolns Inn Fields Power Outage Dialogue shared by phone/email as incident unfolded over Easter period. Security on site to assist & liaise with school & emergency services
6 th October 2015	Meningitis case – IMT meeting called by MSN
13 th November 2015	Paris Bombing Emergency follow up meeting – 16 th November 2015 10:30

Table 3

6. Conclusion and Recommendations

- Risks are currently being managed in accordance with relevant internal and external regulatory requirements and it is recommended that the process, overseen by the Business Continuity and Emergency Planning Group, continues.
- The rollout of support for the creation of local BIA and IRG is progressing well and it is recommended that rollout described in Table 1 is supported and continued with.
- The post of Business Continuity Manager which is the driving resource behind progress with the rollout is approved on a fixed two year term only. The recommendation is made that this role is made permanent.
- The strategic risks facing QMUL continue to vary and evolve and dictate an on-going level of vigilance and oversight. To this end it is recommended that the Business Continuity and Emergency Planning Group should formally meet and report on at least a termly basis. The Business Continuity Manager will undertake to convene the meetings in liaison with the Office of the COO.

Business Impact Analysis - Step 1, Table 1.					
Department/School Name		Centre for Commercial Law Studies			
Date Plan Completed		February 2016			
Version No		V1			
Completed by		Chris Murray, Safety Co-ordinator, CCLS			
A	B	C	D	E	F
Allocate Unique ref code to each activity/risk identified in 'B'. This ref code will be used throughout the rest of this document	List in this column the <u>Critical</u> functions/activities of your department	Briefly describe the Timeframe involved with the Business Function (e.g. Annually in May). What are the peak periods and how often?	We need to examine how long the Dept / service could cope effectively without this activity	Put 1, 2, 3, or 4 depending on what you consider the impact would be to the rest of the University.	Do you consider this Function to be critical to Dept's business activities? <div style="background-color: red; color: black; padding: 2px;">1- High</div> <div style="background-color: yellow; color: black; padding: 2px;">2- Medium</div> <div style="background-color: green; color: black; padding: 2px;">3- Low</div> Depending on what you consider the impact would be to your dept.
Ref code	Identified Critical function/activity for your department (Describe the critical functions/processes/activities)	Timeframe / Peak Periods / Frequency	Maximum Time Dept/Service could cope without this activity?	Impact to the University 1 University wide 2 More than one school/dept affected 3 One other school/dept affected 4 No impact to other areas	Critical Scale <div style="background-color: red; color: black; padding: 2px;">1. Activity is critical to maintain normal function.</div> <div style="background-color: yellow; color: black; padding: 2px;">2. Will have impact without intervention.</div> <div style="background-color: green; color: black; padding: 2px;">3. Minimal impact on function.</div>
CLS1	Academic Research <ul style="list-style-type: none"> • Staff & PGR Students • School of Economics & Finance Staff • School of Engineering & Materials Staff 	All year/ongoing	1 week	2	2
CLS2	Teaching of postgraduate students <ul style="list-style-type: none"> • School of Economics & Finance Staff • School of Engineering & Materials Staff • School of Law • CCLS 	September to June	1 day	2	1

CLS3	Career Development (students)	All year	1 week	4	2
CLS4	International Business Development	All year	1 day	1	2
CLS5	On-site ITS support	All year	1 day	4	3
CLS6	Student support (QMPlus, administrative, on-line)	September to June	1 day	3	2
CLS7	Events (conferences, workshops, seminars, internal/committee meetings, etc) including internal room bookings.	All year	1 week	4	3
CLS8	Building operations and facilities (operation of water in building is dependent on power) including Security	All year	0 days	4	1

Business Impact Analysis - Step 2, Table 2						
Department/School Name		Centre for Commercial Law Studies				
Date Plan Completed		February 2016				
Version No.		V1				
Completed by		Chris Murray, Safety Co-ordinator, CCLS				
A	B	C	D	E	F	G
Ref code	Key Function	Processes (Systems, Comms)	People (Staff / Students)	Providers (Stakeholders)	Premises (Buildings, infrastructure)	Profile (Legal, Reputation)
		ICT System Used. Documentation. Systems & Comms.	Key Staff list. Skill/expertise/training/ emergency cover. Min staffing levels / effect on teaching.	Reciprocal arrangements. Contractors/external Providers. Suppliers.	Buildings. Facilities. Equipment / Resources.	Reputation. Legal Considerations. Vulnerable Groups.
CLS1	Individual research by PGR & other students and staff	Telephones; On-Line QM Library System; External resources (details of org to be confirmed); QM IT equipment, and own using CCLS WiFi; Email	Academic Staff (app 40) PGR Students (app 100) LLM Students (600) Programme Development Staff (app 12) Note – Not all on site at same time	Collaborating organisations; School of Economics & Finance (SEF); School of Law; School of Engineering & Materials Science (SEMS)	ICT equipment (including telephones); Student IT Suite (basement); Research Area (3 rd floor); Staff Offices (floors 1 st to 5 th)	Reputation; Loss would negatively impact on student body and could result on QM income loss in future years from this source.
CLS2	Postgraduate Teaching Provision	AV equipment used in seminar rooms; QMPlus;	Outsourced lecturers (app 30); CCLS Lecturing staff (app 40); Approx 600 LLM students; Approx 100 Other programme-based students; Note – Not all on site at same time	Interdepartmental teaching; Guest lecturers; Secondary Link Access Point (dependent on building involved – TBC)	CCLS Seminar rooms; Programme administration offices; Student common rooms/facilities; Student IT Suite (basement).	Reputation; Loss would negatively impact on student body and could result on future income loss for QM.

CLS3	Provision of Career Development & student Advice/Events Development & processing of Internships	Telephones; ICT Equipment; CD Newsletter; Access to WiFi; QMPlus; Email	LLM Director; Career Development Manager; X2 P/T PGR students; X3 P/T members of team	Interdepartmental Collaboration (School of Law)	Meeting and conference rooms; 4 th floor open plan area (office)	Reputation; Loss would negatively impact on student body and could result on future income loss for QM.
CLS4	Senior staff, including Head of Dept Activities	Telephones; Email/Outlook calendar; WiFi,	Head of CCLS; Deputy Head of CCLS; Senior Professorial staff (app 5); Executive Officers (x2); Administrative Staff (x2)	Collaborative arrangements with International organisations and their representatives.	Meeting rooms and offices to receive international organisations' representatives & staff from other QM departments involved with respective projects.	QM/CCLS International reputation at stake. Possibility of immense loss of future income & collaboration with external organisations to QM.
CLS5	Provision of ITS support to CCLS staff, students and visitors	Telephones, Apps, Outlook calendar, email, WiFi, Meeting/seminar room AV support.	x1 F/T Staff member; x1 P/T staff member Off-site support provided by ITS	ITS manage printers & network centrally; Emergency arrangements would be put in place by ITS; Back up link to alternative campus (Charterhouse Square) or alternative organisation (such as IALS/LSE) being progressed by ITS.	Site-based ITS staff located in CCLS basement and 4 th floor office, would require relocating, if necessary.	Reputation; Loss would negatively impact on student body and could result on QM income loss in future years from this source.
CLS6	Provision of administrative support to taught and research student body	Telephone; Email; LLM – database (bespoke CCLS programme – which is backed up to the QM server)	X2 F/T Staff members; X2 P/T Staff members; QMPlus – X1 P/T staff member, plus X5 P/T PGR students.	All programmes backed up centrally to QM server	Office space on 4 th floor; On-Line support provided off-site.	Reputation; Loss would negatively impact on student body and could result on future income loss for QM.

CLS7	To host events (internal and external)	Scientia for internal room bookings.	X2 F/T Event Team staff members plus x1 member of staff who provides cover in absences.	Central Room Bookings dept would assist with booking either internal or alternative teaching/meeting space within QM.	Located in reception, accessibility from equipment on which Scientia is installed (plus an additional four PCs throughout the building).	Reputation would be compromised if unable to use system
CLS8	Building operations & facilities including security	Internal security and Health and Safety documentation held on QM server. Hard copies held securely on site.	Head of Building Operations; Deputy Director of Administration; Landlord's Agent (external to QM); Landlord's Receptionist (on-site)	Landlord's Agent; Mile End Security Services; Estates & Facilities Directorate (QM); Vice Principal (HSS); External Utility company, owing to substation location in basement.	Lincoln's Inn Fields Campus; IP Library, Institute of Advanced Legal Studies.	Damage to CCLS/LIF profile in the legal establishment; Loss would negatively impact on student body and could result on future income loss for QM.

Business Impact Analysis - Step 3, Table 3.					
Department/School Name		Centre for Commercial Law Studies			
Date Plan Completed		February 2016			
Version No.		V1			
Completed by		Chris Murray, Safety Co-Ordinator, CCLS			
A	B		C	D	E
Ref code	Recovery Actions / Workarounds				
	Duration of Impact on Business Function				Justification / Any other comments
	Short Term 2-6 hours	Medium Term 1-2 days	Long Term 3-7 days		
CLS1 Academic Research	Loss of Key People – /Function	Staff work from home	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	This function of CCLS is able to cope with off-site/home working by staff working on academic research. PGR students would be asked to re-locate to other QM departments. Informal arrangements are in place with the Institute of Advanced Legal studies, to assist with relocation of staff.
	Loss of ICT/Systems & Comms –	Staff work from home	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	
	Loss of Premises –	Staff work from home	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	
	Loss of access to key stakeholders –	Initial suspension of key activity	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	Phased relocation – informal arrangements set up with neighbouring institution (IALS) or alternative QM department(s)	
CLS2 Teaching of Postgraduate Students	Loss of Key People – /Function	Teaching to be cancelled. Students to be informed.	Alternative member of staff to cover classes, if available. Guest lecturers to be invited to teach; Teaching moved to other QM locations.	Alternative member of staff to cover classes, if available. Guest lecturers to be invited to teach; Teaching moved to other QM locations.	As teaching is an essential function if loss is longer than 6 hours relocation to other QM premises is essential. Comms to be sent out to affected students and guest lecturers. Informal arrangements are in place with a neighbouring institution (Institute of Advanced Legal Studies)
	Loss of ICT/Systems & Comms –	Teaching to be postponed.	Lecturers to be informed to provide handouts.	To be moved to other QM location/seminar rooms.	
	Loss of Premises –	Teaching to be cancelled/postponed.	To be moved to other QM location/seminar rooms.	To be moved to other QM location/seminar rooms.	

	Loss of access to key stakeholders –	Teaching to be cancelled/postponed.	To be moved to other QM location/seminar rooms.	To be moved to other QM location/seminar rooms.	
CLS3 Career Development	Loss of Key People – /Function	Staff/students to work from home.	Staff work from home. To be moved to alternative location.	Staff work from home. To be moved to other QM location.	Career Development team would be able to function in alternative QM locations. Comms to be sent to affected students informing them of alternative temporary location.
	Loss of ICT/Systems & Comms –	Staff/students to work from home.	Staff work from home. To be moved to alternative location.	Staff work from home. To be moved to alternative location.	
	Loss of Premises –	Staff/students to work from home.	Staff work from home. To be moved to alternative location.	Staff work from home. To be moved to alternative location.	School of Law to be kept informed/updated.
	Loss of access to key stakeholders –	Staff/students to work from home.	Staff work from home. To be moved to alternative location.	School of Law to be informed.	
CLS4 International Business Development	Loss of Key People – /Function	Alternative senior CCLS staff to take over.	Alternative senior CCLS staff to take over. VP to be informed.	VP's office to be asked to assist with any ongoing development.	CCLS Head of Department (or his Deputy) would oversee this function in relation to any loss of function.
	Loss of ICT/Systems & Comms –	Staff to work off-site/from home.	Staff to work off-site or from home.	VP to be informed. Staff to work from home/alternative QM dept (Law/Library).	
	Loss of Premises –	Staff to work off-site/from home.	Staff to work off-site or from home.	VP to be kept informed. Staff to work off-site.	
	Loss of access to key stakeholders –	Staff to work off-site/from home.	Staff to work off-site or from home.	VP to be kept informed. Staff to work off-site/from home.	
CLS5 ITS Support (on-site)	Loss of Key People – /Function	ITS central to provide support to CCLS	ITS central to provide support to CCLS	ITS central to provide support to CCLS	CCLS would require on-site ITS support in all situations of loss, except for loss of premises.
	Loss of ICT/Systems & Comms –	ITS central to provide support to CCLS	ITS central to provide support to CCLS	ITS central to provide support to CCLS	
	Loss of Premises –	ITS central to provide support to CCLS	ITS central to provide support to CCLS	ITS central to provide support to CCLS	
	Loss of access to key stakeholders –	ITS central to provide support to CCLS	ITS central to provide support to CCLS	ITS central to provide support to CCLS	
CLS6 Administrative	Loss of Key People – /Function	Closure of student support offices, staff to work from home.	Closure of student support offices, staff to work from home or other QM dept (Library/School of Law).	Closure of student support offices, staff to work from home or other QM dept (Library/School of Law).	Staff re-location to alternative QM departments is important to keep this function running, and to be able to

Student Support	Loss of ICT/Systems & Comms –	Closure of student support offices, staff to work from home.	Closure of student support offices, staff to work from home. Students informed via QMPlus and social media sites (Twitter & Facebook).	Closure of student support offices, staff to work from home. Students informed via QMPlus and social media sites (Twitter & Facebook).	continue to provide support to the CCLS student body. Comms required to be sent to students where loss is greater than one day. QM Twitter and Facebook accounts to be used, along with QMPlus.
	Loss of Premises –	Closure of student support offices, staff to work from home.	Closure of student support offices, staff to work from home. Students informed via QMPlus and social media sites (Twitter & Facebook).	Closure of student support offices, staff to work from home. Students informed via QMPlus and social media sites (Twitter & Facebook).	
	Loss of access to key stakeholders –	Stakeholders to be kept informed and updated.	Stakeholders to be kept informed and updated.	Stakeholders to be kept informed and updated.	
CLS7 Events	Loss of Key People – /Function	Postponement of any internal events. External event organisers to be kept informed.	Relocation of events to alternative seminar/teaching premises. Reception staff and QM Room Bookings to be asked to assist; cancellation of events may be necessary. External organisers to be informed.	Relocation of events to alternative seminar/teaching premises. Reception staff and QM Room Bookings to be asked to assist; cancellation of events may be necessary	Dependent on whether internal or external event(s). If internal, substitute for alternative suitable lecturer if possible, relocate to other QM seminar room, or postpone event. If external inform event organiser as soon as possible, re-locate to alternative QM premises. In all cases QM Room Bookings to be asked for assistance.
	Loss of ICT/Systems & Comms –	Use off-site facility, such as The Copy Shop (for any handouts). External event organisers to be informed.	Relocation of events to alternative seminar/teaching premises. Reception staff and QM Room Bookings to be asked to assist; cancellation/postponement of events may be necessary. External organisers to be informed.	Relocation of events to alternative seminar/teaching premises. Reception staff and QM Room Bookings to be asked to assist; cancellation/postponement of events may be necessary. External organisers to be informed.	
	Loss of Premises –	Use off-site facility, such as The Copy Shop (for any handouts). External event organisers to be informed.	Relocation of events to alternative seminar/teaching premises. Reception staff and QM Room Bookings to be asked to assist; cancellation/postponement of events may be necessary.	Relocation of events to alternative seminar/teaching premises. Reception staff and QM Room Bookings to be asked to assist; cancellation/postponement of events may be necessary.	

			External organisers to be informed.	External organisers to be informed.	
	Loss of access to key stakeholders –	Stakeholders to be kept informed/updated.	Stakeholders to be kept informed/updated.	Stakeholders to be kept informed/updated.	
CLS8 Building & Facilities Operations	Loss of Key People – /Function	Inform Landlord’s Agent, QM Estates & Facilities Directorate and QM Security.	Inform Landlord’s Agent, QM Estates & Facilities Directorate, Cleaning services provider and QM Security.	Inform Landlord’s Agent, QM Estates & Facilities Directorate, Cleaning services provider and QM Security.	If any ongoing works to the building by external contractors – advise relevant contractor (if known). Liaise with Estates Management and in all cases, Landlord’s Agent.
	Loss of ICT/Systems & Comms –	N/A	Inform Landlord’s Agent, QM Security and CIS Security (outsourced security provider).	Inform Landlord’s Agent, QM Security and CIS Security (outsourced security provider).	In medium to long term loss of premises keep the VP informed and updated.
	Loss of Premises –	Inform Landlord’s Agent, QM Estates & Facilities Dept, Ocean Cleaning Services, CIS Security and QM Security.	Inform Landlord’s Agent, QM Estates & Facilities Dept, Ocean Cleaning Services, CIS Security and QM Security.	Inform Landlord’s Agent, QM Estates & Facilities Dept, Ocean Cleaning Services, CIS Security and QM Security.	In medium to long term loss of premises staff emergency contact list to be used if necessary. In <u>all</u> cases students, visitors and guest lecturers to be informed of situation and advised by relevant teams regarding alternative locations for teaching/meetings.
	Loss of access to key stakeholders –	Landlord’s Agent, QM Security to be kept updated. External Utility company, owing to substation location in basement.	Inform Landlord’s Agent, QM Estates & Facilities Directorate, VP (HSS), Ocean Cleaning Services, CIS Security and QM Security. External Utility company, owing to substation location in basement.	Inform Landlord’s Agent, QM Estates & Facilities Directorate, VP (HSS), Ocean Cleaning Services, CIS Security and QM Security. External Utility company, owing to substation location in basement.	

Incident Response Guide

CCLS: Lincoln's Inn Fields



This Incident Response Guide is a discretionary document, developed by HSS against agreed criteria. The aim of this document is to provide the framework for the co-ordinated response of staff in the early stages of an emergency within CCLS across the wider QMUL estate.

The document should be should be read in conjunction with the QMUL Incident Management & Business Continuity Plans.

This document is subject to version control and its accuracy should be verified.

Preface:

This document has been created to ensure that in the event of a potentially major incident that all members of staff are aware of the following criteria`

- What are the general priorities
- What are their main responsibilities
- What are the initial actions to be considered
- Any evacuation / invacuation procedures
- Escalation procedures / requirements
- Communication processes to inform and advise wider community

The process of emergency management is an ongoing process focussing on four key areas

- Assessment & Mitigation / elimination of risk
- Preparedness
- Response
- Recovery

An integrated and coordinated approach across all internal and external partners in the event of any major incident will ensure that the key QMUL objective of preservation of life is achieved

Department / Faculty / Resource:

The Centre for Commercial Law Studies (CCLS) at Queen Mary University of London specialises in the knowledge and skills in commercial law that can be placed at the service of government, public bodies, overseas institutions, the legal profession, industry and commerce.

The Centre for Commercial Law Studies is based in Lincoln's Inn Fields.

The Centre has developed an in depth expertise in specific areas of commercial law. Having commenced with banking and finance and intellectual property law, CCLS expanded to cover arbitration, information technology, new technologies, media, international economic law, international institutions, tax, development, and corporate governance. The Centre has recently developed insurance, energy and shipping law specialisms.

Accommodation

Six floors including basement.

Approximately 100 staff.

Teaching space:

Lower ground

LG.1 – 50 seats

Ground floor

G.1 – 130 seat lecture theatre

1st Floor

1.1 – 20 seats

1.2 – 60 seats

Second floor

2.1 – 60 seats

2.2 – 30 seats

Third floor

3.1 – 50 seats

Total teaching spaces for building - 400

Potential Impact:

Loss of life and injury to staff, students and visitors.
Loss or damage to QM assets with associated damage to QM reputation. Inability to provide or sustain level of service.

In the event of any serious / major incident staff should

Initial Actions:

- Assess the situation
- Contact QM Security & CIS Security Services Ltd
- Contact Landlord's Agent, Metrus
- Liaise with other Departments as required
- Alert the Emergency Services if required
- Liaise with Emergency Services if required and provide technical advice and support
- Ensure potential witnesses are identified to the emergency services
- Safely evacuate / invacuate occupants in a controlled manner
- Ensure if possible that a full record of persons evacuated / invacuated are recorded
- Provide further information as required

Advise QM Security on 020 7882 3333

All actions and decisions taken should be logged. This should be undertaken by someone else in support of the Incident Officer / Marshall. This should be communicated to the Emergency Services if in attendance.

Evacuation / Invacuation:

In the event of a suspected terrorist incident consideration should be given to secondary devices. This could be a bomb threat or an invacuation and dynamic lockdown due to threat being outside the building. Emergency Services will advise on the safest course of action. Staff may have to take immediate actions to minimise any existing risk and therefore all should be fully familiar with evacuation procedures and locations. They should also have relevant situational awareness to deviate from any routine or pre-planned egress route if confronted with any fast paced dynamic situation. All staff should be aware of/familiar with advice contained in Stay Safe & Weapons Attack Video <https://www.gov.uk/government/publications/stay-safe-film>

Identified Evacuation Locations:

This will be driven by any incident but staff and visitors would normally evacuate to the Evacuation Assembly point which is located outside numbers 4, 5, 6, 7 Lincoln's Inn Fields. (See attached map)

Invacuation Procedures:

Any requirement to invacuate will be as a result of a direct request by the Emergency Services, Security Services or by the Incident Management Team. This will be dependent on the prevailing circumstances of any incident. The basement area will be used in such a situation for staff/students/visitors to assemble. There are two exit points from the basement via fire exit stairways, one leading to Gate Street the other to Remnant Street.

UK Power Networks;

IT Considerations:

In the event of power loss CCLS is migrated to central servers which hold its file store, and IT systems should continue to function.

Space Management:

The School of Law will assist with relocating CCLS staff where they are unable to return to LIF. Nerys Evans, Director of Administration should be contacted for assistance.

IT Considerations:

In the event of power loss CCLS is migrated to central servers which hold its file store, and IT systems should continue to function.

Space Management:

The School of Law will assist with relocating CCLS staff where they are unable to return to LIF. Nerys Evans,

Teaching Rooms:

QM Rooms Booking Dept should be contacted to re-arrange any pre-booked teaching/seminars or conferences due to be held at LIF. Martin Cole Timetable Co-ordination Manager (SMD) should be contacted in this respect (ext 6183).

Risks:

Structural/Collapse
Flood/Water Damage
Fire/Fire Damage
Excessive/Prolonged Staff Absence
Adverse Weather
Risk associated with potential crowded places
Occupation
Death of student/staff on/off campus
Loss of Power

Salvage Processes: TBC**Lincoln Inns Fields:**

Plans attached (appendix I)

Incident Meeting Agenda:

Draft Agenda attached (appendix II)

Incident Management Coordinating Group – Attendees Log (appendix III)**Incident Management Meeting Action / Log** (appendix IV)**Incident Management Policy Log** (appendix V)**Local organisations willing to assist:**

Informal agreement with -
Institute of Advanced Legal Studies, 17 Charles Clore House, London, WC1B 5DR. Tel 020 7862 5800. Director is Jules Winterton.

It should be noted that the above utility company have an electrical sub-station located within the basement of the building

Plans: (Archibus Database):

<https://estatespace.qmul.ac.uk/archibus/login.axvw>

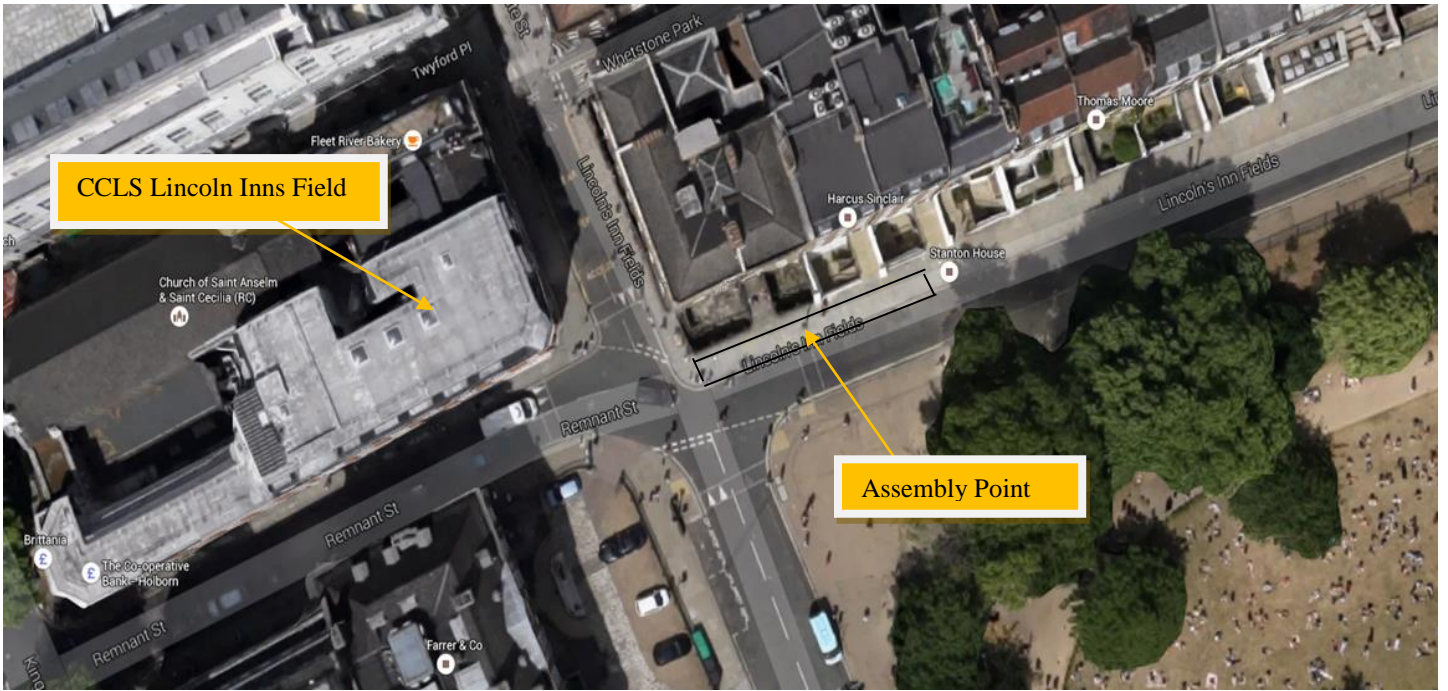
CCLS Incident Management Team:

Chris Murray, Centre Administrator (07788 798 176)
Michelle Henderson, Director of Administration (XXX)
Anthony Senior, Deputy Director of Administration (XXX)
Spyros Maniatis, Head of CCLS (to be contacted by CCLS Staff)

Escalation Process:

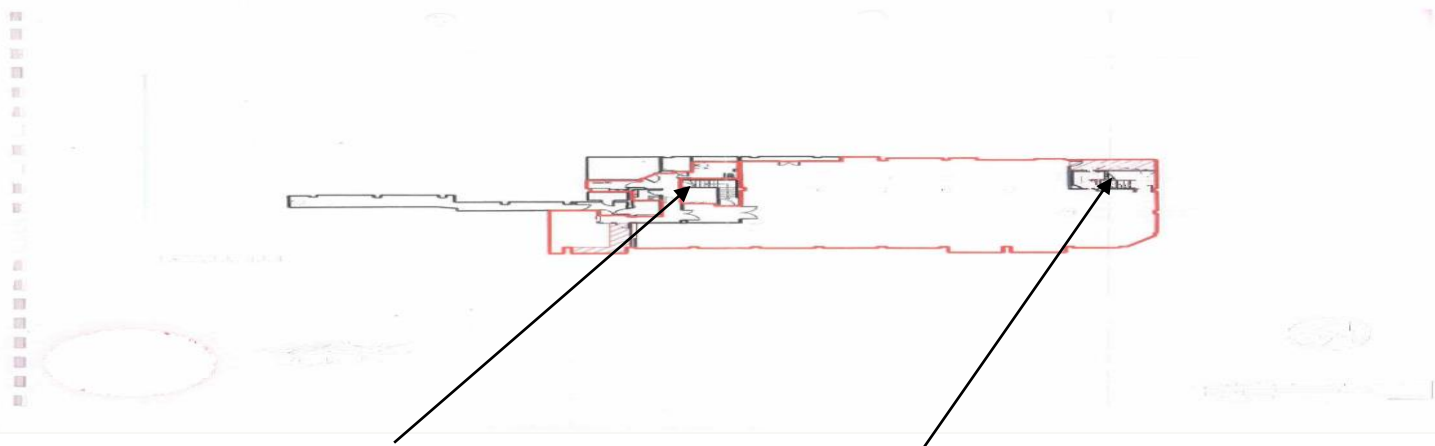
- a) Emergency Services
- b) QM Security
- c) Chief Operating Officer
- d) ITS
- e) Landlord's Agent
- f) Estates (if necessary)
- g) Incident Management/Business Continuity Working Group established
- h) Daily meetings/updates
- i) Cleaning suppliers informed

Evacuation Assembly Point



Invacuation Assembly Point

Basement



Fire exit stairs to Remnant Street

Fire exit stairs to Gate Street

Incident Management Coordinating Meeting Agenda

The following agenda is a guide to the topics which may require to be addressed in the early stages of a major incident impacting on QMUL estate. This agenda is for guidance only and the following list is by no means exhaustive or indeed prescriptive.

ISSUE	SPEAKER
Introduction & Strategy	Chair
Urgent Matters	All Present
<ul style="list-style-type: none">• Escalation• Causalities• Evacuation• Building Closures• Involvement of Emergency Services <i>This list is not exhaustive</i>	
Situational Update / Outstanding Actions	All Present
Priorities / Tasks / Actions	All Present
Communication / Media Needs / Issues	Chair
Business Continuity / Recovery Planning / Impacts	All Present
Review of Actions	Chair
AOB	Chair
Time of Next Meeting	Chair

Appendix III

Incident Management Coordinating Group - Attendees

Meeting No:

Time / Date:

Name	Department / Position	Telephone: Landline & Mob	Email (include Deputy)

It is imperative that you record your attendance at these meetings as Actions / minutes will be circulated via email

Incident Management Meeting Action / Log

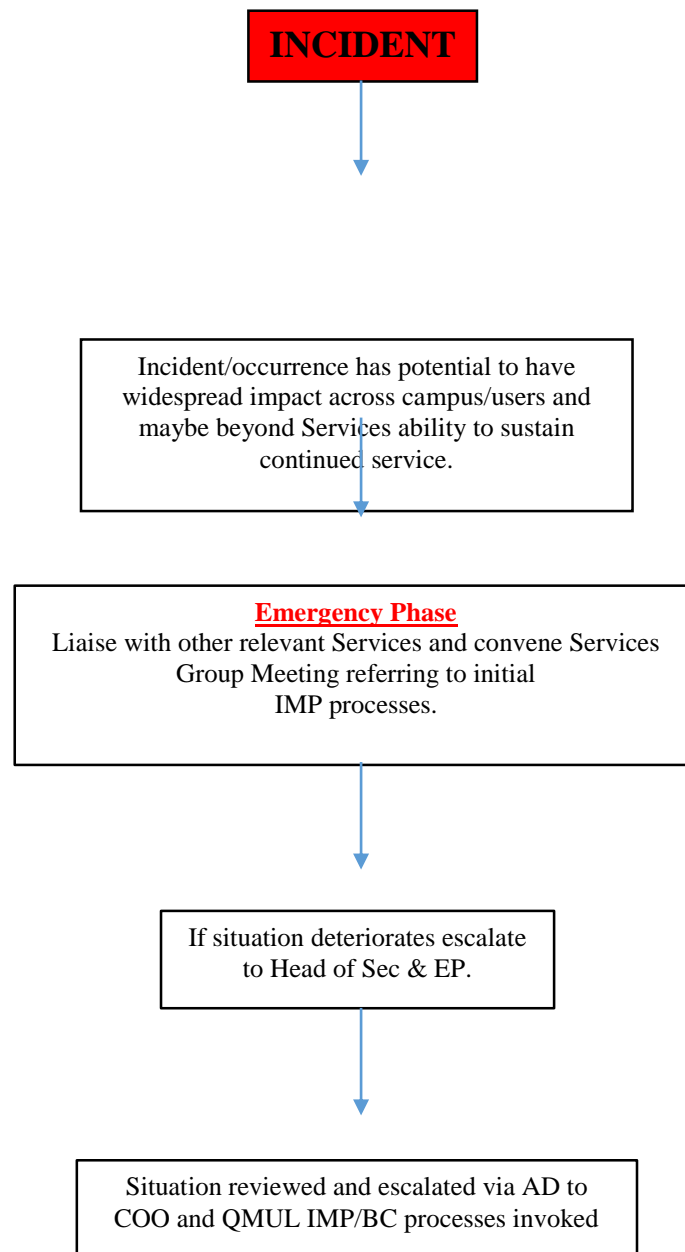
	Speaker / Department	Issue	Action / Strategy
1			
2			
3			
4			
5			
6			

Reference No:	Date:	Time
---------------	-------	------

<p>Information:</p>	
<p>Actions / Decision:</p>	
<p>Reason:</p>	
<p>Logist Details</p> <p>Signature</p>	<p>Incident Officer:</p> <p>Signature</p>

This Log is designed to record actions / policy decisions based on information available at the time and the rationale influencing the decision making process

Incident Management Flowchart



When the situation is resolved then process can be de-escalated and service provision should return to normal. If any event/incident occurs out with business hours the on duty Shift Manager from Security will take the lead and undertake contact with relevant stake holders including liaison with Blue Light Services if in attendance.