



Working Together

Emergency Plan

**Version 1.4
Updated November 2017**

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Distribution List

This document and all amendments are distributed as follows:

	Copies
Borders College	
Principal	1
Vice Principal – Finance and Resources	1
Vice Principal – Curriculum and Student Services	1
Facilities Manager	1
Assistant Facilities Manager	1
Health and Safety Manager	1
Director of Business Improvement and Performance	1
Head of ISLT	1
Head of HR and Development	1
Head of Student Services	1
Head of Finance and Procurement	1
Head of Business Development	1
Learning and Teaching Development Director	1
Head of Faculty – Care and Access	1
Head of Faculty – Construction Engineering and Landbased	1
Head of Faculty – Creative Industries Sport and Business	1
Head of MIS	1
Principal's Office	1
Reception Desk (Scottish Borders Campus)	1
Reception Desk (Centre for Business Development Hawick)	1
Reception Desk (Centre for Landbased Studies)	1
Reception Desk (Centre for Business Development Edinburgh)	1
Tweedbank Engineering Centre	1
Helpdesk	1
Police Scotland – J Division	1
Fire and Rescue Service	1
NHS Borders (Chief Executive)	1
Scottish Ambulance Service	1
Scottish Borders Council	
Emergency Planning Unit	1
Emergency Planning College	
Library, Easingwold	2

In addition, this Plan will be available on the College intranet.

Contact List

For security reasons, this publicly available version of the plan does not show contact details.

Note that, due to the personal nature of the information contained in it, this List is not included in the publicly-available version of this Plan.

Section 1 Background

1.1 Introduction

When an emergency occurs, those responsible for managing the response will face an array of conflicting demands and pressures. These will vary according to the events causing the incident, the speed of the onset and many other factors. There will always be the added pressures in any incident involving a college due to the potential vulnerability of many of those involved; namely children and/or vulnerable adults.

The information available to those responding to an emergency will often be incomplete, possibly contradictory, with the perceptions of events varying according to those reporting, between levels of management and even between agencies involved. Many agencies can potentially be involved and each has specific responsibilities and capabilities that require direction and co-ordination. This is why this cannot be a standalone set of procedures but a framework for the guidance of the response within the College and with the other agencies who may have significant roles to play alongside the College management team.

1.2 Aim

This document provides a framework for the management of the response to a major emergency.

1.3 Objectives

The objectives of this document are as follows:

- To make all staff aware of the contents of this document to enhance the effectiveness of the response;
- To outline the internal and external resources that can be activated to assist in the management of the response to an emergency;
- To allocate responsibilities to specific members of staff on the initiation of these procedures;
- To provide contact details of those who may require to be involved in the response; and
- To ensure the response to any incident is appropriate according to the scale, duration and impact of any emergency.

1.4 Direction

It is essential from the onset of any emergency that the College Senior Leadership Team is absolutely clear as to its role in the emergency. This is achieved by the Team taking the time to agree, from the very start, as to its **AIM. This must be communicated immediately to all staff, and to other agencies involved; and it must be singular in purpose. Only in this way can coherent action and consistent priorities be set in conjunction with our own staff and with other agencies.** This will prevent duplication of effort, conflicts of interest and assumptions that may lead to essential tasks being neglected or misdirected.

1.5 Scope

It is impossible to predict the type of emergency that will arise. Each will be unique, specific to the College and, although there is a wealth of previous experience to draw on, it has to be responded to according to the scale, duration and impact of the current incident. All effort must therefore be made to ensure that staff members are in a position to collect sufficient information to process into incident intelligence and allow this assessment to be made. That said, there are emergencies that may occur, such as:

In College

- Acts of violence, leading to injury or death, including hostage taking or serious threats of violence;
- Fire or explosion; or
- Serious damage to College property, howsoever caused.

Outside College

- Death of a student or staff member;
- Transport accident involving students or staff;
- A widespread or community related disaster that has the potential to impact on the College;
- Death or injuries on College journeys and excursions; or
- Civil disturbances and acts of terrorism.

This document cannot be viewed as a standalone emergency 'plan'. It is part of a family of documentation produced by the College as part of its Emergency and Business Continuity Pack, including Business Continuity Plan (BCP), ISLT Disaster Recovery Plan, Property Displacement Plan and Staffing Plan, together with documents produced by Scottish Borders Council Emergency Planning Unit, the Cabinet Office Civil Contingencies Secretariat, and as advised by the Emergency Services where appropriate.

1.6 College Incident Management Team

In order to provide an appropriate response to a given emergency, the College will form an Incident Management Team (IMT). The IMT will be drawn from the College Senior Leadership Team (SLT) and other College staff as appropriate.

Section 2 During an Emergency

2.1 Action Points – Immediate Response

The following is a list of actions to be taken by the staff closest to the incident and immediately following the incident. It may be that some of the actions will be taken on by the Senior Leadership Team as they become involved. The list is not exhaustive.

- Open log immediately and assess availability of communications links. The log should include dates, times, details of actions taken and decisions made, personnel involved. A sample log sheet is included at **Appendix 2**.
- Collection, collation, interpretation of all available information – Enter all information on Log with date, time and actions taken.
- Assessment of Scale, Duration and Impact of incident. This work will be carried out by the Initial Evaluation Team (IET) in consultation with the Emergency Services. The IET will consist of staff on hand at the site of the incident with input from management via appropriate communication links.
- Assessment of assistance required from College Senior Leadership Team.
- Initiate briefings for College staff who are to be involved.
- Briefing for Senior Leadership Team including your on-site support needs.
- Briefing of Regional Board.
- Consider how best to keep the College functioning. Details will be contained with the BCP.
- Consider possibility of major media involvement, and who will be spokesperson – (*dress, style of presentation, facts to be covered, and facts NOT to be released*).
- Establish identities of those who are involved directly in the incident – remember you **may NOT** release details to the Media until agreed with the Police (if involved). Parents/carers/next of kin must also be informed before the Media.
- Consider assistance for staff dealing with incoming calls – the system may be overloaded.
- Remember there may well be religious, political and cultural sensitivities from the onset of the incident and staff **MUST** be briefed as to any boundaries and limitations of actions.

2.2 Action Points – Once College Incident Management Team is established

The following is a list of actions to be taken by the College IMT during the emergency. The list is not exhaustive.

- Continue logging.
- Consider whether Incident co-ordination is to be located in College or elsewhere. If elsewhere refer to the BCP for location of Major Incident Room.
- Onsite staff to be issued with visible ID, checks to be made to ensure non-authorized persons are removed from site (they **will** try to enter under many guises!).
- Management of Visitors (log and record).
- Facilities for parents/carers/next-of-kin who WILL turn up.
- Monitor and facilitate the information flow with staff, students, parents, carers, board of management, councillors, media spokesperson, SFC, other interested parties.
- Consider calling in administrative support from College staff for telephones, information recording, and security.
- Consider the need for other professional services (e.g. Accounting, Legal, ICT Support, Human Resources, Public Relations) to assist with managing the response.
- Assess need for Help Line, who establishes and operates and what it is to be used for.
- Assess need for extra telephone lines; nominate one for OUT-going calls ONLY. Consider using any lines normally only used for Internet, Intranet communications links; remember mobile phones can be easily monitored.
- Monitor staff for stress; do not hesitate to send staff home.
- Briefings for staff involved are critical – consider 2 x briefings per day as a minimum requirement.
- Ensure students are involved in the information flow, use class tutors, to be done in small groups if appropriate.
- Remind staff and students of the Media, and their need to gain information, including calls in the street and at home. Inform them of who they should tell the Media to contact.
- Ensure Next of Kin List is available to staff involved to ensure that NO calls or visits are ignored, but are acknowledged appropriately and sensitively.

2.3 Involvement of Parents/Carers/Next of Kin

The following list represents actions which should be considered where parents/carers/next-of-kin have to be involved both during and after the initial incident.

- Contact list to be checked and issued to staff involved.
- Ensure briefing details are as accurate and clear as you can make them.
- Remember that the Police are responsible for the notification of serious injuries or death, NOT the College.
- Parents/carers/next-of-kin may turn up quickly and demand information – DO NOT treat them as unexpected. You should already have arrangements for suitable accommodation to be made available quickly and staff liaison officer nominated immediately.
- If the incident is away from College, establish contact with site – staff or other attending agency to establish whether parent should attend the scene – co-ordination is essential.
- Consider whether students should be taken home from the incident site or the College, if so, how.
- Maintain contact with parents/carers/next-of-kin, using media and press releases, telephone calls to ensure they are supplied with all necessary information.

2.4 Involvement of Staff

The following list represents actions/considerations which should be remembered where staff members have to be involved both during and after the initial incident.

- Your duty of care is to students AND staff.
- Monitor staff needs for food, drink and regular breaks – most staff will operate in a non-stop mode, and you must ensure they are relieved – even when it may be against their wishes.
- Maintain a regular briefing time – check that staff members ARE being briefed by asking questions directly.
- You must be positive with staff at all times, and be open to suggestions.

Section 3 Following the Initial Emergency

3.1 Actions – Aide-Memoire

The following list is intended as an aide-memoire for the IMT following the initial incident. Again, it is not exhaustive.

- Always gather as much information as you can, and continue the logging and information gathering process.
- Use prepared contact lists to alert those who may have to be involved.
- Ensure you brief Staff clearly and concisely on what you want them to do and when it has to be done by. Allow them to decide how to do it!
- Maintain the information flow at all times – this is critical!
- Consider longer-term support for high risk students and staff.
- Consider the longer term: funerals, rituals and memorials and support for staff and students.
- **Paradox** – Those staff on whom there has been the biggest impact are likely to be the ones on whom you will make the biggest demands! Consider EARLY on in the incident the needs for replacement staff. The longer you leave it the more difficult it will become.
- **Carefully consider when you can close the log on the incident. This may be a very long time, possibly years, after the initial emergency.**
- Consider events following closure: de-briefs, documentation, memorials.

Section 4 Business Continuity/Disaster Recovery

4.1 Introduction

Following an emergency incident, the business of the College may be severely hampered by a lack of resources. This could include key personnel, business systems, facilities and accommodation. It is essential that steps are taken mitigate the effects of an emergency by putting in place measures to lessen such an impact and to facilitate “business as usual” as soon as possible. The College maintains a detailed Business Continuity Plan (BCP) which shows the backup arrangements in place should key College services be disrupted. The following sections give a very brief outline of these.

4.2 Personnel

The emergency contacts for senior and other key personnel are contained within this document. In addition, it may be necessary to call upon other staff during or following an incident. The Human Resources Department hold contact details for all staff on the HR database.

4.3 Business Systems

The College uses an offsite backup data storage facility on the principle that, should the onsite data become unusable or inaccessible, then the data stored offsite may be used to restore that which has been lost. ISLT staff members are able to carry out the restoration of data from the backups.

4.4 Facilities and Accommodation

The Facilities Team maintain links with other organisations in an attempt to provide alternative accommodation for the College, should our own premises become unavailable. Lists of alternate accommodation are provided in the BCP together with details of Reciprocal Contracts previously agreed.

Section 5 Stand Down

- 5.1** At the point when the Incident Management Team agree that the log can be closed, a stand down should be formally declared.
- 5.2** All parties still involved in the response should be advised of this change of status. It may also be appropriate to contact some or all of those affected by the incident to advise of this.
- 5.3** Consideration should also be given to formally documenting what occurred, what the response was and what lessons have been learned. Such documentation can prove invaluable for not only Borders College, but for any other organisation affected by crisis.

Appendix 2 Sample Log Sheet

Reference				
Date				
Time				
Details of Incident/Actions Taken/Decisions Made				
Name of person making entry				

Emergency Plan

Status:	Approved by Board of Management September 2008, as amended
Author:	Vice Principal – Finance and Resources