MEMORIAL UNIVERSITY · **Harlow Campus**

EMERGENCY MANAGEMENT PLAN

Last Revised October 10, 2013

Getting Immediate Help

To Report an Emergency:

Dialed from a Campus Phone
St. John's Campus - 4100
Health Sciences Centre - 4100
Ocean Sciences Centre - 9-911*
Marine Institute - 0456
Sir Wilfred Grenfell College - 9-911*
Harlow - 07847 795896

*When utilizing 911, a follow-up call should be made to Campus Enforcement & Patrol using the appropriate number listed below.

When calling campus police they will
- respond immediately
- attend on scene; and
- bring in other municipal and campus emergency services as needed.

Important Numbers

Dialed from a Campus Phone at these sites:

Emergency Services:
St. John's and Logy Bay - 9-911
Corner Brook - 9-911
Campus Enforcement & Patrol:
St. John's Campus - 8561
Health Sciences Centre - 9-777-7280
Sir Wilfred Grenfell College - 6210
Harlow - 9-999 (Fire, Police and Ambulance)

Security Services:
Marine Institute - 0456
Ocean Sciences Centre - 3275 or 3231

Calling From a Pay Phone
Follow instructions posted on each pay phone. Emergency calls from pay phones are free.

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Disclaimer

The Harlow Campus Emergency Management Plan (the "plan") was developed specifically for Memorial University's Harlow Campus and the particular emergency requirements thereof. The plan may not be suitable, in whole or in part, for adaptation and/or implementation by or for other locations, institutions, groups and/or any other entities other than the Harlow Campus of Memorial University.

Memorial University makes no representations or warranties about the suitability of the contents of the plan for use outside of the Harlow Campus, and shall not be held responsible for any injury, death, loss, expense or damage of any kind whatsoever related in any manner to such use.

Members of the Campus Emergency Response Team (CERT), when acting under the provisions of the Emergency Management plan, are deemed to be acting as agents of the university and are not individually responsible for decisions of the group. MUN (UK) Ltd. accepts liability for the actions and decisions of the CERT provided that such actions or decisions are shown to be made in good faith.

No persons are authorized to distribute, copy or reproduce any sections of this manual without the permission of the Office of Emergency Management and/or the vice-president (academic).

All individuals on this campus are expected to adhere to the emergency procedures outlined in this plan. Refusal to evacuate a building or follow the direction of emergency first responders, for example, is unacceptable and may be subject to discipline.

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Preamble

University campuses are vulnerable to threats and hazards. Universities need to be aware of and resilient to these threats and hazards, and provide the necessary leadership and support to the planning process.

On April 6, 2009, Memorial University recognized the need to establish an Emergency Management Steering Committee (EMSC), chaired by the vice-president of administration and finance. This committee assumed the leadership role in setting the direction, developing policies, procedures and protocols with respect to the university's Emergency Management Program; and ultimately receiving and approving emergency management plans. All individuals on this campus are expected to adhere to the emergency procedures outlined in this Plan.

The EMSC has the mandate to establish planning groups to develop all-hazards plans for all campuses of the university. The composition of this committee and the organizational chart are listed below.

Organizational Chart:

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┌─────────────────────────┐          ┌─────────────────────────┐
│ Emergency Management    │          │ Communications          │
│ Steering Committee      │──────────│ Committee                │
└─────────────────────────┘          └─────────────────────────┘
            │
   ┌─────────────────┐
   │ Office of        │
   │ Emergency        │
   │ Management       │
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  ┌─────────┼──────────────────┬──────────────────┐
┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
│ Grenfell │ │ Marine   │ │ St.      │ │ Harlow   │
│ Campus   │ │ Institute│ │ John's   │ │ Campus   │
│ Planning │ │ Planning │ │ Campus   │ │ Planning │
│ Group    │ │ Group    │ │ Planning │ │ Group    │
│          │ │          │ │ Group    │ │          │
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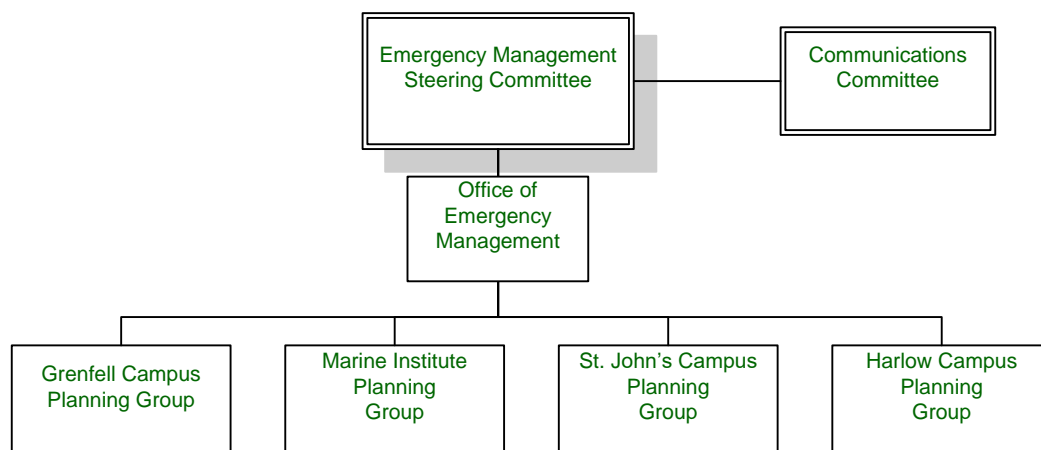
Composition of Emergency Management Steering Committee

Steering Committee Chair:

- Vice-President (Administration and Finance)

Steering Committee Members:

- President
- Provost and Vice-President (Academic)
- Vice-President (Research)
- Vice-President (Grenfell Campus)

- Deputy Provost and Dean - Student Affairs and Services
- Executive Director - Marketing and Communications
- Executive Director – Fisheries and Marine Institute
- Executive Director - President's Office
- Director – Enterprise Risk Management
- Director - Facilities Management
- Director – Human Resources
- Director – Computing and Communications
- Director – Health and Safety
- Interim Director, Harlow
- General Counsel
- Registrar
- Manager, Campus Enforcement and Patrol
- Manager, Harlow Campus

Steering Committee Staff Resources:

- Emergency Management Coordinator
- Emergency Management Analyst

The primary objective of the Harlow Campus Emergency Management Plans is to enable the university and others to:

- Prepare students, faculty, and staff for potential threats on campus via a strong Emergency Communications Plan;
- Minimize the impact of threats/emergencies;
- Protect the lives of its students, staff, and faculty;
- Co-ordinate the provision of emergency assistance to any victims;
- Provide for continuity of academic teaching, research and university administration.
- Protect its property, infrastructure and reputation; and
- Expedite recovery and resumption of normal day-to-day activities at the university.

In June of 2011, the Emergency Management Steering Committee directed the Office of Emergency Management to assess the need at the Harlow Campus for either a comprehensive emergency management plan, a business continuity plan or a combination of both. This endeavor was initially completed in conjunction with the staff of Harlow Campus and under the direction of the MUN(UK) Ltd. Board of Directors. The interim director (Harlow Campus) was appointed as the Harlow lead for Emergency Management in the Spring of 2012. Under new direction the decision was made to develop a consistent campus emergency management plan in the same format as Memorial's other three campuses and complete a separate Business Continuity Plan which would be maintained by the general manager, Harlow Campus. Under this emergency management plan, the interim director (Harlow Campus) will assume the role of director of emergency operations; liaising with the staff at Harlow and reporting to the MUN(UK) Board of Directors when required. Executive leadership for the plan implementation will be provided

under the auspices of the St. John's and Grenfell campuses with the Office of Emergency Management providing pan-university oversight.

The plan is established under the authority of the president of Memorial University in consultation with the MUN(UK) Ltd. Board of Directors and is intended for use by Memorial University and Harlow Campus personnel.

The HEMPG has endorsed all four pillars of emergency planning. These include **preparedness, prevention/mitigation, response, and recovery**. The HEMPG has prepared an all-hazards plan which incorporates basic emergency management principles and concepts; accepts the standardization of emergency management definitions; adopts a response management model known as the Incident Command System (ICS); and establishes a three-level decision making process for the activation of the plan. The plan establishes responsibilities for all of the campus community.

The response section of this plan may be activated, in whole or in part, under the guidelines set out in this document, following an assessment of a threat or hazard by senior university personnel. It may also be activated in response to a declaration of a state of emergency by Harlow Council or upon request from outside agencies for emergency support and/or assistance. All members of the response team are referred to as the Campus Emergency Response Team (CERT). For further specifics, please refer to section 6.3.3 and 6.3.5, the Harlow CERT Organizational Chart Parts 1 and 2, and Appendix A, Contact Information (**not for public distribution**). All members of CERT will be provided with proper identification and the necessary equipment and training to respond.

General Counsel, based at the St. John's Campus, will work in consultation with Davenport Lyons to provide legal advice and guidance as appropriate, to Campus staff and/or faculty personnel on any legal ramifications resulting from an emergency situation.

If an emergency occurs, the university may encounter situations whereby resources are overwhelmed and essential services are delayed or not available at all. Leadership, preparation, good judgment and common sense by personnel directing emergency efforts will determine the effectiveness of this plan.

The guidelines and procedures included in this Plan contain the best information and planning assumptions available at the time of preparation.

1.0   Introduction

Emergency Management in the United Kingdom is guided by the Civil Contingencies Act of 2004, which outlines the role of the Essex County Resilience Forum and the emergency management concepts which the Harlow Council follows. The Civil Contingencies Act describes 6 processes for emergency management. These are:

- Anticipation
- Assessment
- Preparedness
- Prevention
- Response
- Recovery

Achieving organizational resiliency on a university campus is a complex process – one that should be implemented within a strategic emergency management framework. Emergency management in Canada is guided by the federal/provincial/territorial document published by Public Safety Canada entitled, *An Emergency Management Framework for Canada*. www.publicsafety.gc.ca/prg/em/_fl/emfrmwrk-2011-eng.pdf.

The Emergency Management Steering Committee has decided to apply the Canadian framework to the Harlow Campus and in doing so will ensure the plan meets the process outlined under the Civil Contingencies Act as noted above. The Canadian framework incorporates the Anticipation and Assessment processes in both the Preparedness and Prevent/Mitigation pillars.

The Canadian framework describes the major components of emergency management, and recommends common definitions, principles and response models which many municipalities and organizations across Canada have adopted. The framework supports legal and policy frameworks, programs, activities, standards and other measures in order to enable and inspire all emergency management partners to work in better collaboration to keep people safe. This framework can easily be applied at Harlow.

The ultimate purpose of emergency management is to save lives, preserve the environment and protect property and the economy. The protection of life is of paramount importance. In the broadest sense, emergency management raises the understanding of risk and contributes to a safer, prosperous, sustainable, disaster resilient society.

Memorial University has adopted many of these emergency management components and modified them to fit the university environment. This framework recommends four strategic pillars to consider in any emergency management planning process. These four pillars are defined under this framework as:

- **Preparedness –** to be ready to respond to a disaster and manage its consequences through measures taken prior to an event, for example emergency response plans,

> mutual assistance agreements, resource inventories and training, equipment and exercise programs.

- **Prevention and Mitigation –** to eliminate or reduce the risks of disasters in order to protect lives, property, the environment, and reduce economic disruption. Prevention/mitigation includes structural mitigative measures (e.g. construction of floodways and dykes) and non-structural mitigative measures (e.g. building codes, land-use planning, and insurance incentives). Prevention and mitigation may be considered independently or one may include the other.
- **Response –** to act during or immediately before or after a disaster to manage its consequences through, for example, emergency public communication, search and rescue, emergency medical assistance and evacuation to minimize suffering and losses associated with disasters.
- **Recovery –** to repair or restore conditions to an acceptable level through measures taken after a disaster, for example return of evacuees, trauma counseling, reconstruction, economic impact studies and financial assistance. There is a strong relationship between long-term sustainable recovery and prevention and mitigation of future disasters. Recovery efforts should be conducted with a view towards disaster risk reduction.

These four interdependent components of emergency management may be undertaken sequentially or concurrently but they are not independent of each other, are cyclical in nature and best depicted by the diagram below:
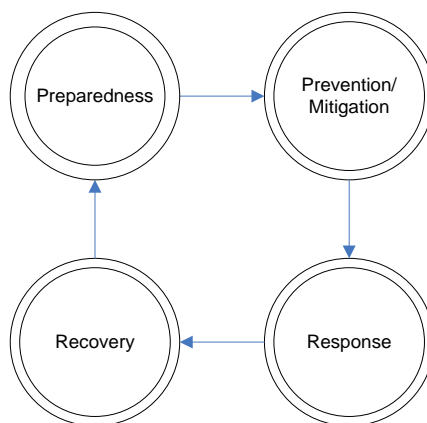
Emergency management is a comprehensive all-hazards approach which coordinates and integrates preparedness, prevention/mitigation, response and recovery initiatives to ensure that a strong and seamless relationship exists among all appropriate emergency management partners.

2.0   Glossary

Alternate - a person designated by the appointed CERT representative should they as a member of CERT, be unavailable to respond.

Assembly Point – an area designated by the university for the congregation of any persons that are being evacuated from buildings. Also known as a Muster Point.

Briefing – means of communication used to pass information to selected groups at the university, to the media, government and the public, and/or used to facilitate decision-making processes during a response.

Campus Community – all members of the university community who teach, conduct research, study or work at or under the auspices of the university.

Campus Emergency Response Team (CERT) – individuals assigned to carry out response duties under the Incident Command System model. Please see Section 6.3 which identifies the full team which becomes activated fully or in part depending on the nature and/or scope of the incident and there responsibilities.

Debriefing – a process to allow all responders involved in an incident to share their experiences, identify lessons learned and attain clear understanding of the event as it unfolded.

Director of Emergency Operations (DEO) – during a response the person assigned to manage and direct the Emergency Operations Centre Group and upon consultation with the president recommends the declaration of level of emergency.

Distribution List – the master list which identifies those individuals authorized to receive a copy of the plan. This will be maintained by the Office of Emergency Management in consultation with campus administrative personnel.

Emergency – an event/threat or an impending situation that constitutes a danger of major proportions that could affect the health, safety and well being of individuals; cause damage to infrastructure and/or could impact teaching, research activities, and the reputation of the university.

Emergency Notification System– methods by which the university community will be informed of an emergency situation (e.g. voice over capability, text messaging, email, building alarms).

Emergency Levels – rankings classified as Level 1, 2 or 3 according to the severity of the incident which will determine the level of activation and/or response required.

Emergency Management - the process of preparing for, mitigating against, responding to, and recovering from an emergency. The core operational considerations are direction

and control; Communications; life safety; property protection; community (university) outreach; recovery and restoration; administration; and logistics. These operational componenets are under the responsibility of academic and administrative offices of the university and can be co-ordinated by the Office of Emergency Management.

Emergency Management Co-ordinator – A dedicated position based at the St. John's Campus who provides co-ordination and facilitation on all emergency management related matters for all MUN campuses.

Emergency Management Plan (the plan) – the comprehensive plan detailing preparedness, prevention/mitigation, response and recovery strategies, to enable Memorial University to respond effectively to emergencies.

Emergency Management Planning Group (EMPG) – a group designated per campus to direct and develop the plan. Members of the group will be identified by the Office of Emergency Management to ensure periodic reviews, testing and evaluation of the plan take place.

Emergency Management Program (the program) – All emergency, safety related functional sub-plans, policies, procedures and protocols; any human/financial resources; marketing messages; computing and communications hardware and software; training programs; etc., which collectively address the responsibilities associated with the four strategic pillars of emergency management.

Emergency Management Steering Committee (EMSC) - A group comprised of representatives or delegates from executive and senior management representing all campuses, who have the responsibility to provide the leadership and direction with respect to all aspects of Memorial University's Emergency Management Program.

Emergency Operations Centre (EOC) – the physical location for the Emergency Operations Centre Group outside of the scene of the incident which will have the capability for 24 hr/7 day operation if necessary.

Emergency Operations Centre Group (EOCG) – is the operational group assigned responsibility for the overall management of any Level 2 or 3 events/threats at each of the campuses.

Exercise – a real life simulation, tabletop or live activity, test or drill which evaluates and validates the plan.

External Emergency Services – emergency public services which include police, fire, ambulance, municipal/public works personnel, and health and environmental inspectors.

Fan Out Procedure – a method used to activate the contact list of the full or partial CERT team depending on the nature and scope of the emergency.

Finance and Administration Team – Personnel who are assigned to provide incident management support in response under the ICS model. They will have responsibility for cost accounting, compensation claims, time keeping, liability, insurance coverage, purchase authorization, assessment of damage to property, authorization of equipment usage and vendor contracting, and other related business functions of the university.

Fire Marshall – a person assigned roles and responsibilities of a building, or floor, or assistant marshall with primary duties related to fire and evacuation.

First Responder – assigned Memorial University personnel, who upon being notified of an event or potential threat conduct an assessment to determine the level of emergency.

Harlow Campus – see Profile Appendix B

Hazard – an event or threat which could be categorized under the following nine areas: agriculture/food emergencies; weather; forest; geological; human health and epidemics; hydrological; critical infrastructure failure; technological; and human related threats.

Hazard Analysis – subjective analysis of potential threats completed in an effort to determine probability of occurrence, vulnerability to the hazard and assessment of potential impact.

Hotwash – an immediate debriefing session where members of CERT discuss their preliminary observations (e.g. what went right, what went wrong and ideas of how to improve in the future) while still fresh in everyone's mind.

Incident Action Plan (IAP) – written or verbal strategy for responding to the incident, developed by the planning and analysis team in conjunction with the incident commander and other team leaders.

Incident Command System (ICS) – a system which can be used to command, control and co-ordinate the efforts of individual internal resources and external agencies, if required, to help respond to the emergency.

Incident Commander – an individual with appropriate skill sets, appointed by and reporting to the director of Emergency Operations, who is responsible for and has the authority to direct and co-ordinate the actions of all university personnel on-scene. In doing so, the Incident Commander at Harlow will also ensure the safety of all Harlow Campus responders.

Incident Reporter – the person(s) who is first on the scene of an incident or event as it is unfolding or becomes aware of a potential threat and who reports same to the appropriate first responder as indicated in 6.2.1.

Level 1 – A threat that minimally affects areas of life and safety, university infrastructure, academic programs, research, administrative operations, environment

and/or reputation. Such threats would not require the establishment of an EOC nor the activation of CERT. These threats are handled by academic and administrative offices as part of normal day-to-day operations.

Level 2 - A threat that substantially affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require full activation of the EOCG, partial or full activation of CERT and could involve the establishment of an EOC.

Level 3 – A threat that critically affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require full activation of CERT and the establishment of an EOC.

Logistics Team - Personnel who are assigned to provide incident management support in response under the ICS model. They will be responsible for resource procurement including transportation, supplies, equipment maintenance, fueling, food services, communications and medical requirements, and other related duties.

Media Centre – a location established to provide for the accreditation, co-ordination and briefing of the facts related to an emergency to the media.

Members of the university community – see Campus Community

Memorandum of Understanding (MOU) –   agreement(s) between the university and any external stakeholders which outlines specific services to be provided during an emergency.

Mitigation – strategies implemented to decrease the impact of a potential emergency situation. The terms prevention and mitigation are frequently used interchangeably.

Muster Point – See Assembly Point

Operations Team - Personnel who are assigned to provide incident management support under the ICS model. Responsible for managing the tactical operations to reduce the immediate hazard, save lives and property; establish situational control; set priorities; monitor site response; and quickly restore conditions to normal.

Planning and Analysis Team - Personnel who are assigned to provide incident management support under the ICS model. Responsible for analysis of the threat; anticipating changes; developing incident action plans; monitoring required resources, facilities, managing maps and documenting the response; and other related duties.

Prevention – See mitigation.

Reception Centre – a one-stop service site or facility (school gym, arena) to co-ordinate the five emergency social services: registration and inquiry (R&I), food, clothing, shelter and personal services.

Registration and Inquiry – a process completed by assigned personnel, to collect accurate and reliable information of persons affected by an emergency and to answer inquiries (with the permission of the registered individual) as to their condition and whereabouts.

Span of Control - as defined by the Incident Command System, should be no less than 1:3, optimum 1:5 and no greater than 1:7. This ensures efficient management, eliminates confusion and conflicting commands, and avoids duplication in the reporting structure.

Unified Command – bringing together the incident commanders of all major organizations involved in the incident in order to co-ordinate an effective integrated response, while still carrying out responsibilities applicable to their own jurisdictions.

University – Memorial University of Newfoundland

University Community – see Members of university community

3.0   Acronyms

CERT	Campus Emergency Response Team
DEO	Director of Emergency Operations
EOC	Emergency Operations Centre
EOCG	Emergency Operations Centre Group
EM	Emergency Management
EMP	Emergency Management Plan
EMPG	Emergency Management Planning Group
EMSC	Emergency Management Steering Committee
HEMPG	Harlow Emergency Management Planning Group
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MOU	Memorandum of Understanding
MUN	Memorial University of Newfoundland
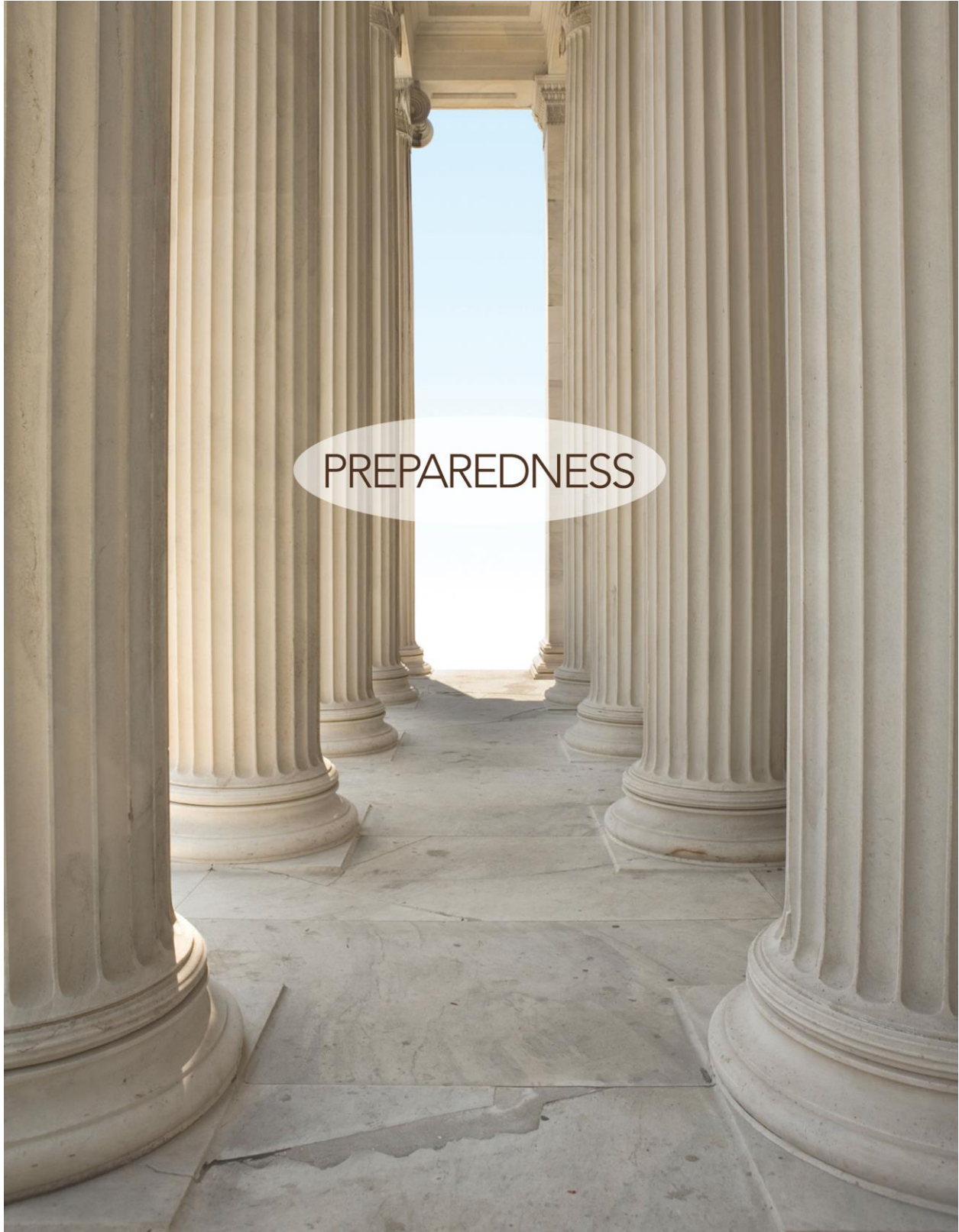
PREPAREDNESS

4.0   Preparedness

4.1   Introduction

Memorial University is committed to ensuring the Harlow Campus is prepared for any emergency that could occur and/or impact campus activities.

With executive leadership and a focused effort from faculty, staff and students this campus will:
- Develop and maintain an all-hazards emergency management plan supported by an over-arching emergency management policy;
- Adopt standardized emergency management principles;
- Identify clear expectations for the Harlow Campus personnel including generic responsibilities for All and specific responsibilities for our senior executive, administrative/academic managers, faculty and instructional personnel;
- Identify and nurture partnership relationships with municipal agencies, various provincial;/federal departments, non-government emergency organizations and internal partners with whom we share resources and/or physical space;
- In consultation with our Emergency Communications functional sub plan, educate the campus community with respect to this plan, any and all emergency procedures and related protocols;
- Develop and maintain a centralized emergency management website under the auspices of the Office of Emergency Management;
- Test and audit the plan over a three-year cycle; and
- Develop threat specific functional sub-plans which will provide standardized procedural director for the campus community.

This section will provide more specifics on:
- our planning principles
- responsibilities of the campus community
- education/training
- exercise design and testing
- community partnerships

4.2   Preparedness Planning Principles

The university will adopt seven generic principles of emergency management to guide the implementation of and approach to the emergency management preparedness phase at Harlow Campus. A list of these principles and their objectives are as follows:

- **Collaboration:** The university will build consensus while providing strategic direction, facilitate strong communication practices for dissemination of accurate information, create a team atmosphere, encourage trust, build consensus and delegate responsibility wherever possible.

- **Co-ordination:** The university will strive to synchronize this plan with that of Harlow Council and all applicable internal/external partners. This includes utilizing and sharing knowledge of notification systems, definitions and decision-making processes.

- **Communication:** The university will develop an Emergency Communications Plan, which will support preparedness, prevention/mitigation, response and recovery initiatives university wide. The university will prepare staff/faculty/students and stakeholders for potential emergencies on campus, through an education and awareness campaign, and achieve open and timely communications during a response.

- **Comprehensiveness**: The university will conduct an analysis of all-hazards, include all phases of emergency management, and work with all stakeholders within the university community for speedy mobilization of human and material resources when and wherever required.

- **Flexibility:** The university will utilize existing emergency planning knowledge, be creative in delegating, cross-training, and seconding employees outside of normal day-to-day responsibilities, and appoint key resource personnel as needed to committees. In particular, emphasis will be placed on academic fairness to students, academic integrity of programs and continuation of research.

- **Integration:** The university will engage all levels of administrative, academic, research, and internal partners; the faculty, staff and students will be asked for input; senior administrative support will be involved for scope of activity, approval, direction and approach.

- **Progression:** The university will take measures to educate faculty, staff, and students with respect to the contents of this plan and their responsibilities within the plan via the media outlined in the Emergency Communications Plan. We will ensure their knowledge of early assessments of situations which may pose threats, ensure prevention and mitigation strategies are in place where possible, and conduct exercises to test the plan with internal/external partners.

4.3 **Harlow Emergency Management Planning Group (HEMPG)**

As indicated in the Preamble and in accordance with the principle of integration, the HEMPG is a subcommittee of the senior Emergency Management Steering Committee of the university, established for the purpose of developing a plan.

The current composition of this committee includes:
- Emergency Management Coordinator
- Emergency Management Analyst
- Interim Director, Harlow Campus
- General Manager, Harlow Campus
- Finance Manager, Harlow Campus

4.4 **Responsibilities**

Preparedness begins at the individual level. All members of the campus community have a responsibility to ensure that our campus is a safe place to live, work, study, learn and play. Additionally when faculty/staff/students travel for university related activities it is recommended that they consider emergency preparedness before departing (e.g. completion of a pre-departure checklist for students and/or varsity teams, registration with Foreign Affairs and International Trade Canada, being aware of travel warnings).

4.4.1 **All members of the university campus shall**
- Self-educate with respect to all-hazards emergency planning on campus. This includes being knowledgable of procedures and protocols and knowing how to react appropriately (e.g. knowing when to evacuate or not to evacuate a building);
- Become self-prepared, identifying all mitigation strategies for protection when and wherever possible;
- Know the campus emergency telephone number – See Getting Immediate Help at the beginning of this plan;
- Know the evacuation route, assembly points and reception centre for the area in which you , live, work, study or enjoy recreational activities;
- Participate in any applicable emergency management training related to the duties/responsibilities you have on campus;
- Become familiar with persons who live, study or work in your area who have disabilities or challenges. Be prepared to assist in emergencies to ensure their safety; and
- Implement the principles of emergency management outlined in section 4.2 when conducting any emergency preparedness/management work.

4.4.2 President, Vice-Presidents, Deans, Directors, Heads, Managers, & Supervisors

In addition to 4.4.1:

- Ensure all departments, units, and/or divisions identify time critical and essential services in the event of an emergency which could impact day-to-day operations including teaching and research (business continuity planning);
- Develop written procedures as may be required for specific areas within a department/unit which could require EMSC approval (e.g. laboratory requirements, housing evacuation plans);
- Ensure floor plan signage is posted and identifies safe evacuation routes and assembly points for all areas under your responsibility.
- Consider emergency management mitigation strategies when initiating new infrastructure, renovations and/or upgrades;
- Appoint fire marshals, preferably volunteers, for the applicable academic or administrative offices and ensure they receive training;
- Ensure the names of fire marshals and any proctors who are assuming fire related responsibilities are centralized with the administrative staff at Harlow; and
- Encourage and support participation in exercise design and testing when made available to your academic or administration personnel.

4.4.3 Faculty and/or Instructional Personnel

In addition to 4.4.1:

- Ensure students are provided with emergency information at the beginning of each semester, including the shortest exit route from the classroom and/or laboratory and the designated assembly point for that building;
- Encourage students to visit the emergency website for threat specific protocols/procedures (e.g. evacuation vs. lockdown);
- Inform all students that those requiring assistance because of a mobility impairment can identify themselves to instructors, the Blundon Centre and/or Student Housing staff;
- Provide additional information on emergency related threats throughout the semester with respect to any impact on academic interruptions;
- Provide for academic fairness to students, the academic integrity of their programs and open and timely communications with respect to any impact from specific emergencies; and
  Implement any and all directions received from the senior executive of the university that is threat specific.

4.4.4 MUN(UK) Board of Directors, General Manager

In addition to 4.4.1:

- Ensure all departments, units, and/or divisions identify time critical and essential services in the event of an emergency which could impact day-to-day operations and/or teaching while at the Harlow Campus (business continuity planning);
- Develop written procedures as may be required for specific functions within the administration of Harlow (e.g. emergency housing and food services plan);
- Ensure signage is posted and identifies the health and safety officer, the fire marshall, assembly points and evacuation procedures.
- Consider emergency management mitigation strategies when initiating new infrastructure, renovations and/or upgrades;
- Appoint Fire Marshalls and Deputy's and ensure they receive training; and
- Ensure the names of Fire Marshalls are centralized with the administrative staff

4.4.5 Visiting Faculty
In addition to 4.4.1:

- Ensure students are provided with emergency information prior to departure;
- Encourage students to visit the emergency website for threat specific protocols/procedures (e.g. evacuation);
- Inform all students that those requiring assistance because of a mobility impairment can identify themselves to instructors, and the Blundon Centre;
- Provide additional information on emergency related threats throughout the semester with respect to any impact on academic interruptions;
- Provide for academic fairness to students, the academic integrity of their programs and open and timely communications with respect to any impact from specific emergencies;
- Implement any and all directions received from the senior executive of the university that is threat specific;
- Cooperate with the general manager of the Harlow Campus in the event of an emergency occurring while teaching or living at the Harlow Campus; and

- Ensure academic unit business continuity plans covers international travel at Harlow, these should include but are not limited to:
- Contingencies for teaching
- Academic fairness to students
- Maintaining the academic program
- Contingencies for classroom availability
- With respect to rescheduling academic activities the general manager, the vice-president (academic), and the Office of the Registrar in consultation with the president and appropriate dean/directors will determine the course of action relating to students, faculty/staff notification, closures, and if required, the reassignment of physical space. The involvement of Senate will occur should it be required (e.g. class exam deferment).

These groups will receive emergency management orientation training at the St. John's or Grenfell Campus prior to departure and follow the procedures and guidelines developed for faculty by Deans and/or the Office of Emerngecy Management under the direction of the interim director (Harlow Campus).

4.5   Education

Preparedness requires raising awareness of the plan across the campus community, the key components of the plan and the responsibilities of all members. An education and awareness campaign will be supported by the strategies outlined in the Emergency Communications Plan. Suggested methods include:

- senior administration communiqué
- workshops and seminars
- orientation for Students/Staff/Faculty
- posters
- information packages
- signage
- website (e.g. mun.today)
- student, faculty and/or staff handbooks
- public information system
- word of mouth
- email (e.g. Newsline)
- staff and unit meetings
- any other medium deemed appropriate

For further details, please refer to the Emergency Communications Plan, Appendix J.

The education of the campus community will be enhanced by a centralized emergency management website administered by the Office of Emergency Management.

4.5.1 Visiting Students/Faculty/Staff

Preparedness requires having awareness that an EMP exist for your campus. For faculty and students the key components of the Emergency Management Plan are contained in the St. John's or Grenfell Campus Emergency Management Plans approved by the Emergency Management Steering Committee April 20,2011. An education and awareness campaign is supported by the strategies outlined in the Emergency Communications Plan.

Visiting faculty to Harlow are responsible for self preparedness with respect to potential emergencies and/or are aware of their faculty/school Business Continuity Plans for travel outside of Canada on university business.

These groups will receive emergency management orientation training at the St. John's or Grenfell Campus prior to departure and follow the procedures and guidelines developed for faculty by Deans and/or the Office of Emerngecy Management under the direction of the interim director (Harlow Campus).

4.5.2 Harlow Campus Staff

The education for the administrative personnel at Harlow Campus will be the responsibility of the general manager of Harlow Campus and will be supported by the Office of Emergency Management (i.e. an international link on the MUN emergency management website).

4.5.3 Training

It is essential to train the Campus Emergency Response Team in a co-ordinated and collaborative manner. With respect to the Harlow Campus, the positions of general manager and finance manager would be considered members of the Command Team under our response management model of Incident Command. These positions will be provided with ICS training in the same manner as those Command Team representatives at the St. John's or Grenfell Campuses.

Specialized training content could include, but is not limited to specifics of the Emergency Management Plan, emergency notification procedures, fire safety evacuation procedures, critical incident stress management (CISM), media training, basic emergency management, ICS training, EOC management, first aid, and Control of Substances Hazardous to Health (COSHH).

Training related to threat specific functional sub-plans will be the responsibility of the general manager at the Harlow Campus.

Training will also be managed by the academic and administrative offices of the university for their specific areas of responsibility. In some instances, co-ordination will need to occur between various departments or units (e.g. Health

and Safety, Human Resources, and the Office of Emergency Management in situations where there is turnover of personnel who have been given lead responsibilities under this plan).

4.5.4 Exercise Design and Testing

In order to ensure the Harlow Campus is familiar with and confident in the Emergency Management Plan, the university will design exercises, which will test and validate the plan. These exercises will provide training opportunities and act as an audit of the entire plan. The process will involve collaboration with the interim director (Harlow Campus) to ensure the development of appropriate testing activities. The exercises will have the following objectives:

- Involve management at Harlow Campus in evaluating and updating the plan;
- Ensure the plan meets the needs of students, staff and faculty;
- Review the hazards which could impact the Harlow Campus;
- Identify any problem areas and resource shortfalls;
- Test the emergency notification system;
- Incorporate lessons learned from drills and actual events into a revised EMP;
- Identify any need to update physical maps and other records of the Harlow Campus; and
- Review/update names, titles and telephone numbers referenced in Appendix A **(not for public distribution)**.

Testing

Memorial University has adopted six types of emergency exercises that will be conducted over a three-year exercise cycle to train emergency personnel and to test the effectiveness of the plan and the associated response capability, the Harlow Campus, due to its size and scope, will focus on discussions, table tops, drills over a 5 year time frame.

Years 1-2 – Discussion based exercises

- **Q&A Exercise**: Selected "What If" questions will be discussed with a facilitator.
- **Paper Exercise**: Specific scenarios will be presented and solutions arrived at using the knowledge of the plan.

Years 3-5

- **Drills:** Live drills on specific elements of operations (e.g. fire drill) will be conducted

- **Table Top Exercise**: Incident scenarios, maps, photographs and/or other media will be used to test various elements of the plan.

4.6 Community Partnerships

Harlow Campus will work with Harlow Council to avail of the services provided by a number of partner organisations during an emergency. A brief overview of the responsibilities of those partner organisations are as follows:

4.6.1 Essex Police

The county of Essex and the unitary authorities of Southend and Thurrock are policed by Essex Police, under the command of the Chief Constable whose headquarters are located in Springfield, Chelmsford.

Harlow District comes under the operational control of Harlow Division who will provide the initial response to an incident and assume the overall control and co-ordination at the scene (Silver/Bronze). If the incident were of sufficient magnitude to require resources beyond those available at Divisional level then Force Headquarters would assume their role (Gold).

The police's responsibilities, depending upon the type and severity of the incident, are:

- Saving life, in conjunction with the other emergency services;
- Co-ordination of the emergency services, local authorities, media and other organisations acting in support at the scene of an incident;
- Policing the inner and outer cordon; including establishing the right of access and egress in conjunction with the other emergency services and controlling traffic;
- Preserving evidence at the scene of a crime or suspected scene of crime;
- Identifying and safeguarding property;
- Media management at the scene;
- Establishing a Rendezvous Vehicle Point (RVP) for responding organisations;
- Establish a Forward Control Point in conjunction with all other organisations responding to the incident, using the Bronze, Silver and Gold Command Structure;
- Establishing and maintaining communications and liaison links with responding organisations;
- Disseminating appropriate information to the relevant organisations relating to the ongoing response;
- Implementing evacuation procedures and/or warning the public;
- Requesting Rest Centre/Survivor Reception/Friends and Relatives Centres to be set up and, if required, providing police liaison to these establishments;

- Establishing a Casualty Information Bureau and publishing, via the media, telephone numbers for the general public to contact;
- In the event of fatalities and/or serious injury establishing the identification of those involved and notifying their friends and/or relatives;
- Providing liaison officers to Hospitals being used to treat the injured;
- At the request of the Coroner, instigate, in liaison with Local Authority Environmental Health Officers, the setting up of body holding areas and the provision, in liaison with Essex County Council Emergency Plans, of a Temporary Mortuary facility;
- Establishing a Media Centre, arranging press briefings and co-ordinating media statements including the control of press access to the incident site and to any Rest / Survivor Reception Centres and Friends and Relatives Centres.

4.6.1.1 Services provided by Essex Police which may be required by Harlow Campus personnel

Rest Centre
- o The police will provide rest centre liaison officer/s and a police supporting presence may be needed for security/public order. Registration for this type of facility is usually carried out by Women's Royal Voluntary Service and/or trained local authority employees. If a Casualty Bureau is activated registration may be supervised by the Police. This type of centre is often associated with overnight accommodation provision.

Survivor Reception Centre
- o The prime requirement is to account for people, gather information and provide immediate shelter following escape/rescue from life-threatening event. The local authority will support the welfare needs of the survivors. It is likely that casualty bureau will be activated when this type of facility is set up. Registration may be carried out by WRVS and/or trained local authority employees, but likely to be under police control to ensure information is verifiable. Following registration any investigative questioning required would be carried out by police and would require dedicated interview rooms.

4.6.2 Essex Fire and Rescue Service

Essex Fire and Rescue Service undertake the primary responsibility for all fire fighting; chemical; pollution; flooding incidents and rescue operations which, depending upon the type and severity of the incident would include:

- In the event of a major fire to assume control of the incident;
- The extrication and rescue of trapped casualties from road traffic incidents or any other serious non-road transport incident;
- Mass decontamination of the public following a CBRN incident;
- Prevention of further escalation of an incident, by tackling fires, dealing with released chemicals and other hazardous situations;
- The gathering of information and hazard assessment to give to the police on the need to evacuate members of the public;
- Liaison with the Police regarding the establishment of an inner cordon and subsequent control of that inner cordon;
- The safety of all personnel involved in rescue work. Including ensuring that all non-Fire Service personnel entering the inner cordon are aware of and conform to Fire Service safety procedures and, in particular the use of the evacuation system and nominal roll procedures;
- Ensure reasonable steps are taken to prevent or limit serious harm to the environment;
- To undertake a search and rescue function where there is a potential for persons to be trapped. Examples of such incidents may be, landslides, collapsed structures following gas explosions or terrorist attack;
- Assistance and rescue of those persons trapped by large scale flooding where there is a serious risk to human health and welfare;
- Liaison with the Medical Incident Officer [ambulance], Police Incident Officer and other organisations, as appropriate;
- Participation in investigations and preparation of reports with supporting evidence for subsequent inquiries;
- Ensure operational cover is maintained within the county during Major Incidents. This may be achieved by requesting another Fire Rescue Authority to respond outside its own area when reasonable to do so;
- Standing by during the non-emergency, recovery phase as appropriate.

4.6.3 Harlow Ambulance Service (East of England Ambulance Trust)

The East of England Ambulance Trust covers the areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. The service has the overall control of the medical response to an incident, which depending on the type and severity, could include:

- Alerting receiving hospitals and call out of BASICS Doctors;
- Transporting casualties to the appropriate hospitals;
- Implementing procedures to deal with decontamination of the public at the scene;
- Identifying in liaison with the Fire Service and undertaking the decontamination of casualties at the scene;
- Establishing a Forward Control Point and appointing a Medical Incident Officer;

- Assessing the number and condition of casualties and operate a TRIAGE casualty channelling system;
- Establishing an Ambulance park and loading point;
- Activating the appropriate Voluntary Organisations i.e. Red Cross and St John Ambulance to providing additional resources;
- Providing, in liaison with the Police and other responding organisations, information to the media on the Ambulance Services' response to the incident.

4.6.4 Harlow Hospital Service (Acute Trusts)

- The term Acute Trust is used to cover both National Health Service (NHS) Trusts and Foundation Trusts. These are hospitals that have Accident and Emergency Departments. The outline responsibilities of the Trusts are:
- Provide a safe and secure environment for the assessment and treatment of patients;
- Provide a safe and secure environment for staff that will ensure the health, safety and welfare of staff;
- Provide a clinical response including provision of general support and specific/specialist health care to all casualties, and victims and responders;
- Liaise with the ambulance service, SHA, local PCT's, (including GPs, out-of-hours services, Minor Injury Units and other primary care providers), other hospitals, independent sector providers, and other organisations in order to manage the impact of the incident;
- Ensure there is an operational response to provide at scene medical cover using, for example, BASICS (British Association for Immediate Care Schemes) and other immediate care teams where they exist. Members of these teams will be trained to an appropriate standard. The Medical Incident Commander should not routinely be taken from the receiving hospital so as not to deplete resources;
- Ensure that the hospital reviews all its essential functions throughout the incident;
- Support to any designated receiving hospital that is substantially affected including provision of effective support to any neighbouring service;
- Provide limited decontamination facilities and personal protective equipment to manage contaminated self presenting casualties;
- Liaise with activated health emergency control centres and/or on call SHA/PCT Officers as appropriate;
- Maintain communications with relatives and friends of existing patients and those from the incident, the Casualty Bureau, the local community, the media and VIPs.

4.6.5 Harlow Health and Safety

The Health and Safety Executive (HSE) is responsible for enforcing regulations and investigating industrial accidents involving hazardous substances. In an emergency HSE inspectors and scientists would be available to provide technical advice to mitigate the effects of an accident.

4.6.6   Harlow Occupational Health Service Ltd.

- Medical assessment including long term stress/depression (psychological impact), and health assessments

4.6.7   Harlow and District Chamber of Commerce

Harlow Campus is a member for the Harlow and District Chamber of Commerce.

PREVENTION/
MITIGATION
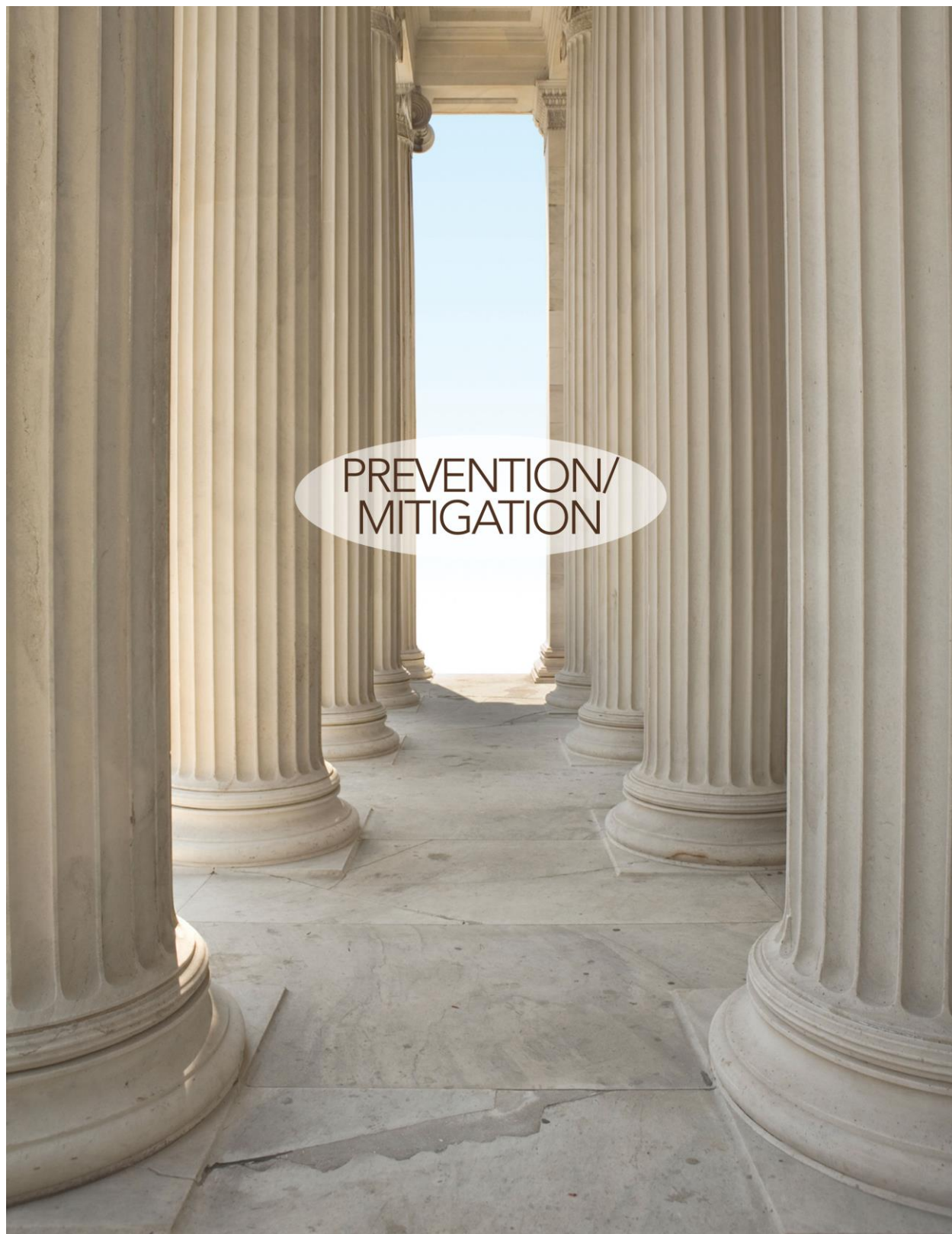
5.0   Prevention/Mitigation

5.1   Introduction

Emergency prevention/mitigation processes will require regular review and revision. The Harlow Campus will:
- identify mitigation strategies that speak to the university's current capability to lessen the impact from potential emergencies and reduce the response time, please see Profile, Appendix B, with examples of current mitigation strategies;
- identify essential and time critical services which will need to be maintained; and
- complete a biennial hazard analysis and identifying new strategies to lessen the impact of the highest rated threats.

This section will further define the processes that will be implemented.

5.2   Business Continuity Planning

The Harlow Council does not require Harlow Campus to have an emergency management plan however, it promotes the development of a business continuity plan.

In addition to responding to any emergencies, the university will be required to maintain essential services for the university community and to continue, if possible, all day-to-day critical functions of the university. The identification of critical services expedites the university's ability to resume, partially or completely, any interrupted critical function within a predetermined time after an incident.

Business continuity planning is a proactive planning process, which enhances the university's capability to respond and recover. All departments/units of the university will identify their critical services. These include any essential personnel, critical information requirements, equipment, alternate space allocation and financial budget requirements. This planning process identifies essential services which will ensure no or minimal interruption to the availability of time-critical services and assets of the university. Services that are required 24/7 are identified as priority with respect to restoration and recovery including contact information, followed by those required within 24 hrs, one week, one month or beyond.

Business continuity plans will also address policies and protocols for the protection and storage of critical and sensitive documents which may be required to expedite the administrative recovery effort, and maintain administrative, research initiatives and academic continuity (e.g. Records Management Policy).

In this regard, the general manager for Harlow Campus will have the capability to respond to administrative areas impacted by all-levels of emergencies.This Plan will also address policies and protocols, including the storage of critical and sensitive documents which may be required to expedite the administrative recovery effort and maintain academic continuity.

All visiting faculty at Harlow will be required to identify emergency contingencies within their faculty business continuity plans as outlined under their main campus plan (section 5.2 of the St. John's Campus Plan the Grenfell Campus Plan). It will be the responsibility of visiting faculty to collaborate with the interim director, Harlow Campus, to ensure all students visiting Harlow under their program receive the appropriate emergency self-preparedness materials.

Please find the Business Continuity Plan for Harlow Campus in Appendix C.

5.3   Hazard Analysis

The university recognizes that forecasting a potential emergency with a high degree of accuracy is difficult, if not impossible. There is also the possibility that any type of incident can occur at the campus and therefore it is essential to adopt an all-hazards approach. This approach will increase efficiency by recognizing and integrating common emergency management elements across all hazard types and supplementing these common elements with threat specific functional sub-plans (see Appendix L for a comprehensive listing of functional sub-plans and Appendix M for related documents).

The 9 categories of hazards and 53 specific threats contained in Appendix D were adapted from the document *Business Continuity Planning Guidelines* from the Business Continuity Secretariat, Government of Newfoundland and Labrador. The hazard analysis form, adopted from a non-profit organization, the Centre for Emergency Preparedness Canada, provided the ability to review applicable hazards, rating and scoring each hazard.

Knowledge of threats and experience with emergency response within a university environment was diverse among the HEMPG. Each member completed an individual ranking of each hazard, which was tabulated by the Office of Emergency Management to determine the average score. This analysis included the probability of occurrence, the university's vulnerability and the potential impact utilizing the following criteria.

Probability
Probability that the hazard would occur at the Harlow Campus was considered from the following eight perspectives:
- Historic (e.g. number of occurrences in the past)
- Demographic (e.g. the university profile)

- Geographic (e.g. proximity to nuclear power plants, flood plains, etc.)
- Technological (e.g. what was unlikely in the past may be probable due to technology)
- Transportation (e.g. movement of dangerous goods)
- Human error (e.g. poor training and/or maintenance)
- Physical (e.g. hazardous material storage, ongoing construction)
- Legal/regulatory (e.g. non compliance)

Vulnerability

The Harlow Campus' vulnerability to these hazards was assessed based on
- the potential severity of the hazard;
- its current mitigation strategies; and
- how well it is prepared to handle the hazard.

Impact

The impact was evaluated according to six key areas. These are:
- Human (e.g. minor/major injuries and/or death(s))
- Infrastructure (e.g. cost to replace/repair/temporary set-up, how much damage (little or none, mild-severe, or extensive)
- Operations (e.g. unable to work from site, interruptions in teaching/research)
- Financial (e.g. the monetary cost of the hazard, what is considered an acceptable loss)
- Reputation (e.g. loss of stakeholder trust, public endorsement)
- Legal/liability implications

After each hazard was analyzed and the score calculated by the HEMPG, potential hazards were arranged in descending order from the highest score to the lowest to give an indication of priority planning requirements for the Harlow Campus.

Based on the results, the Harlow Campus has identified the following hazards as the top potential threats.

Top Potential Threats
1. Building/Structural Failure
2. Computer Virus
3. Power Outage
4. Explosion/Fire
5. Active Intruder
6. IM/IT Infrastructure Failure

Reference should be made to Appendix D for the full results of the hazard analysis completed by the HCEMPG. This appendix also identifies the need for threat specific functional sub-plans; the need for hazards to be addressed by the

Emergency Communications Plan and/or to have the hazard considered in an administrative or academic office business continuity plan.

5.4 **Functional Sub-Plan Development**

The functional sub-plans will be developed, managed and maintained by the general manager, Harlow Campus in collaboration with directors in Newfoundland who may have threat specific mandates (e.g. Computing and Communications for computer virus). The Office of Emergency Management is available to assist with any or all functional sub-plan development and/or will lead in the consultation of such development activities if directed by the Emergency Management Steering Committee to do so. Please refer to Appendix L.
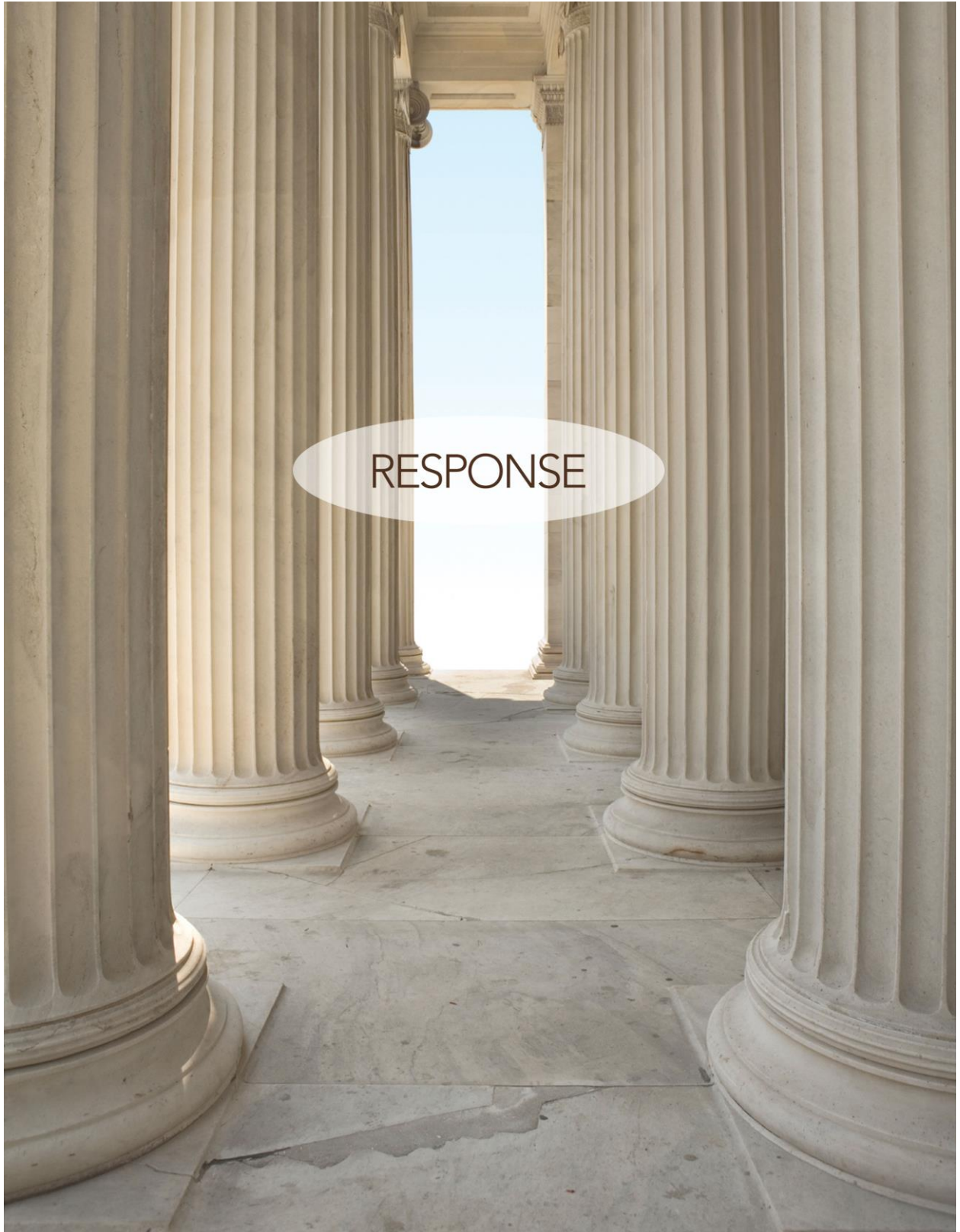
RESPONSE

6.0   Response

6.1   Introduction

This section of the plan will provide the direction for the Harlow Campus on how to manage its response operations including:

- Concept of response operation
- Levels of emergencies including examples
- Organizational structure including organizational chart
- Emergency Management Activation Flowchart
- Responsibilities of Response Team – Harlow management/staff and visiting faculty
- Notification/Alert procedure
- Response Team contact list

6.2   Concept of Response Operation/Levels of Emergency

The primary objective for any emergency management response is to provide a co-ordinated effort from all affected academic and administrative offices of the university and all the necessary supporting agencies required to respond to either a localized or widespread emergency.

The Harlow Campus has adopted three levels of emergency in which to control its operational response to incident reports. These three levels are very similar to bronze, silver and gold level responses that are identified in the Civil Contingencies Act for the UK.

Level 3;
A threat that critically affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require full activation of a response team at Harlow Campus. The threat could involve one or more of the following:

- fatality
- serious injury
- serious acts of violence
- serious threats which could impact university property and the surrounding area
- serious health issues (e.g. pandemic)
- major infrastructure damage (e.g. an entire building or buildings)

These threats could result in the closure of the Harlow Campus or specific areas of the campus, and attract significant media interest both locally and

in Newfoundland. This will involve intensive collaboration with the interim director (Harlow Campus). The interim director will make a decision to activate key personnel at the Newfoundland campuses to work collaboratively with the general manager, Harlow campus (i.e. communications personnel, academic deans, etc).

Level 2;
A threat that substantially affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require partial or full activation of the response team. The threat could involve the following:

- injuries
- moderate health issues (e.g. epidemic)
- threats that are localized to the university property
- moderate damage to infrastructure (e.g. a floor of a building)

These threats could result in a partial closure of the Harlow Campus and attract media both locally and in Newfoundland. These types of threats could involve collaboration with the interim director (Harlow Campus).

Level 1;
A threat that minimally affects areas of life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. These threats are handled by the visiting faculty and administrative personnel as part of normal day-to-day operations. The threat could involve the following:

- localized threats (e.g. a small chemical spill, computer virus)

These threats could result in the need for a first response from local fire departments, police departments, or ambulance services and will be handled by the general manager, Harlow Campus and/or university faculty..

The first person arriving at the scene of an incident should follow the process outlined in the first section of the Emergency Management Activation Flowchart, 6.2.1.

The senior management of Harlow Campus will follow the protocol outlined in the remaining sections of this flowchart to assess the potential impact and to determine the level of emergency and will initiate contact with the interim director (Harlow) if they assess the need to declare a Level 2 or 3 response.

Incident Scenario Examples

The following scenarios provide examples of how these levels are activated using the Emergency Activation Flow Chart.

Level 3 – Building/Structural Failure: A heavy windstorm causes several of the trees on the Harlow Campus to uproot and fall on The Maltings. The senior management calls Harlow Council emergency services (999). Senior management then secures people in building by evacuating them. The senior management will gather information, contact necessary departments if required and assess the threat by following through the flowchart. There is a risk of loss of human life and critical infrastructure loss. A level 3 emergency is determined and the full response team is activated.

Level 2 – Building/Structural Failure: Windstorm has removed roofing materials from the classroom of St. John's House. The classroom portion of the building cannot be used however the residential portion has been deemed to be structurally safe. The senior management assesses the threat and determines there is no threat to life, or significant infrastructure damage, however the disruption will extend beyond 24 hours and requires a shutdown of the classroom, requiring the management to call a level 2 emergency. Consultation will occur with the interim director (Harlow Campus) and a determination made to activate a partial response team which will also include member of both Harlow and the Newfoundland campuses.

Level 1 – Sewage Backup: Rooms 1 and 2 in the Maltings has a sewage backup, students are staying in the room. They notify the management of Harlow Campus. They assess the threat and determine it to be a level 1 as it impacts the administration and outside agencies were required to respond (insurance and cleaning). The response is managed by the general manager and/or designated alternate.

6.2.1 Emergency Management Activation Flow Chart
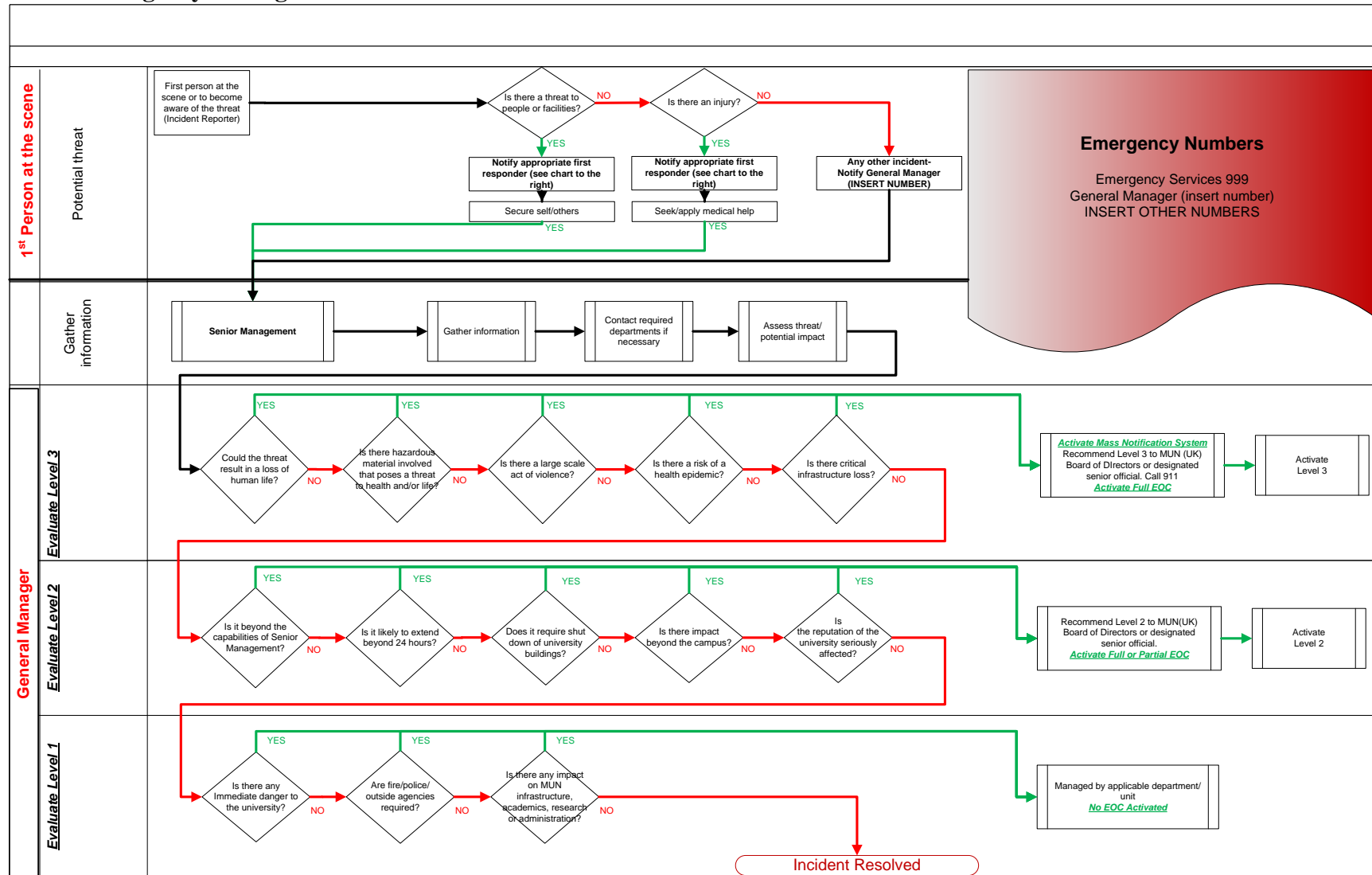
6.3   Organizational Structure

The overall strategic management of Level 1 emergencies will be handled by the general manager, Harlow Campus in consultation with appropriate staffing personnel at Harlow. They will effectively respond to any Level 1 emergency in conjunction with their current day-to-day responsibilities and mandates.

Memorial University will approach its emergency management response to Level 2 and 3 emergencies under the Incident Command System utilizing two teams - a command team and a general team. All personnel assigned responsibilities in a response are referred to as the Campus Emergency Response Team (CERT) and are depicted in the Harlow CERT Organizational Charts Part 1 and 2, Sections 6.3.3 and 6.3.5.

6.3.1   Incident Command System (ICS)

The EOCG will establish, if required, an on-scene response model known as the Incident Command System (ICS). This system will be used to command, control and co-ordinate the efforts of individual internal resources and external agencies, if required, to help respond to the emergency. This model has been adopted by some Canadian municipalities, fire, police, health officials and many North American post-secondary institutions. Memorial University has received direction from the Emergency Management Steering Committee to implement this model across all of its campuses.

The key features of the Incident Command System include the use of common terminology and titles, a standardized planning process, common communications and a unified approach to emergencies that require inter-agency involvement in Level 2 and 3 responses. ICS supports a span of control model which utilizes a reporting structure of 1:3 (minimum), 1:5 (optimal) and 1:7 (maximum). ICS uses unity of command with individuals reporting to only one supervisor. This eliminates the potential for conflicting orders thus increasing accountability, improving the flow of information, helping with the co-ordination of operational efforts and enhancing operational safety. ICS provides organizations with the ability to adapt the components to fit its response requirements.

An incident commander will be appointed by the director of emergency operations. The director of emergency operations, Emergency Operations Centre Group, incident commander, and safety officer will be known as command team under this model and will be supported by general teams who will perform the responsibilities assigned under a modified ICS model.

These teams will be activated in part or in full depending on the assessment.

6.3.2 Command Team Responsibilities, Harlow Campus

The responsibilities for the positions depicted in the Harlow CERT Organizational Chart Part 1, Section 6.3.3, are as follows:

6.3.2.1 Responsibilities of the President

The president will have the responsibility to:
- Provide direction and leadership to ensure the EOCG is implementing its campus specific Emergency Management Plan;
- Update the Board of Regents and the provincial government;
- On the basis of the recommendation from the EOCG, make formal declarations related to the emergency;
- On the advice of the executive director of Marketing and Communications, address media issues related to the university's response; and
- Convene meetings of Senate as required.

6.3.2.2 Responsibilities of the MUN(UK) Ltd. Board of Directors

The MUN(UK) Board will have the responsibility to:
- Provide direction and leadership to ensure the Harlow Campus Administration is implementing its campus specific Emergency Management Plan;
- Brief the media; media releases may require consultation with the executive director of Marketing and Communications;
- Ensure any potential liability claims resulting from the emergency are acted upon.

6.3.2.3 Responsibilities for General Manager of Harlow Campus

- Take precautionary measures as required to ensure the safety and security of people (including contacting emergency services) and utilizing all available resources of the university;
- Oversee the scene to ensure the integrity of the incident scene is protected for investigative purposes.
- Determine the short- and long-term impact of the emergency in consultation with visiting faculty and or interim director (Harlow Campus);
- Communicate applicable information to students, visiting faculty and administrative personnel;

- Recommend the MUN(UK) Board of Directors that a formal Level 2 or 3 emergency be declared and provide response updates;
- Advise the interim director (Harlow Campus) of the need to declare a Level 2 or 3 emergency;
- Provide liaison to the interim director (Harlow Campus) all MUN partners, Harlow Council and stakeholders as required;
- Submit accurate and detailed reports at post-incident debriefings.
- Implement post-incident recovery strategies expediently.
- Direct emergency management activities in consultation with the interim director (Harlow Campus) and visiting faculty if applicable.
- Determine level of staffing/expertise needed to respond and assign essential functional services as identified by the BCP, Appendix C;
- Ensure the incorporation of lessons learned into the Emergency Management Plan in consultation with the Office of Emergency Management.
- Coordinate media response related to the university's and act as a media spokesperson if deemed appropriate.

6.3.2.4 Responsibilities of Visiting Faculty

- Contact applicable academic units to provide information on status of emergency.
- Activate faculty business continuity plan on direction from their applicable academic unit.
- Work in collaboration with the general manager of Harlow Campus and the interim director of Harlow Campus to expedite the recovery efforts (i.e. essential services required by students in residence).
- Maintain program integrity and apply fairness to students.

6.3.2.5 Responsibilities, Composition and Mandate of the Harlow Campus Emergency Operations Centre Group

Decisions made by this group are in response to information provided by the incident commander to the director of emergency operations. The incident commander will be the general manager, Harlow Campus. The DEO operates from the St. John's campus EOC with key university personnel from the Newfoundland campuses including communications personnel who will have the necessary authority to engage other internal/external stakeholders at the Harlow Campus. These groups will have the authority to

make tactical and administrative decisions during a response on behalf of the president of Memorial University. The well being of students and employees will also be an integral oversight responsibility of this group.

The membership will be determined based on the nature of the event and could consist of Newfoundland campus representatives. Please note, the EOCG membership listed below reflects that of the St. John's Campus:

- Director of Emergency Operations, Interim Director (Harlow Campus)
- Vice-President and Provost (Academic)
- Vice-President (Administration and Finance)
- Deputy Provost and Dean of Student Affairs and Services
- Executive Director, Marketing and Communications
- Director Human Resources
- Director Facilities Management
- Administrative Assistance, Office of Emergency Management
- Scribe

The EOCG mandate:

- Take precautionary measures as required to ensure the safety and security of people and resources of the university;
- Accept the advice/assessment from the general manager, Harlow Campus;
- Determine the short- and long-term impact of the emergency in consultation with members of CERT;
- Recommend to the president a formal declaration of Level 2 or 3 emergency if required;
- Provide liaison to the president, all MUN partners and stakeholders as required;
- Convene one-on-one meetings with members of CERT as required;
- Utilize technology to hold video or teleconference calls;
- Interface directly with outside community agencies;
- Invite representatives from key external stakeholders to the EOC who may be critical to the decision making process (e.g. fire and police);
- Authorize all media releases relating to the emergency; and
- Implement post-incident recovery strategies expediently.

6.3.2.6 Specific Responsibilities for Director of Emergency Operations

- Convene the EOCG.
- Notifies the president and vice-presidents.

- Co-ordinate with the Office of Emergency Management for the establishment of the EOC if required in Level 2 and Level 3 emergencies.
- Enact the fan-out procedure.
- Direct emergency management activities in consultation with the EOCG members/president.
- Determine level of staffing/expertise needed in the EOC
- Appoint, as required, the leaders of planning and analysis, operations, logistics and finance and administration depending on the nature and scope of the emergency and the skill sets required.
- Provide direction to as per the Harlow CERT Organizational Chart, Sections 6.3.3 and 6.3.5.
- Seek advice and recommendations from the president, incident commander, and department heads when required.
- Ensure the incorporation of lessons learned into the Emergency Management Plan.

6.3.2.7 Responsibilities for the Executive Director, Marketing and Communications

- Activate the response section of the Emergency Communications Plan including deploying the communications response team.
- Activate the Public Information Officer to act as a liaison between all activated members of the CERT, the MUN(UK) Board and media personnel in Harlow.
- Provide leadership, supervision and direction of all Marketing and Communications activities during an emergency.
- Approve messages and materials upon consultation with the director of Emergency Operations.
- Determine who should be the spokesperson to deliver these messages to the internal and external audiences.
- Communicate decisions from the EOCG directly to the Public Information Officer (PIO) and members of the communications response team.
- Provide communications counsel to senior administrators including briefing the president.
- Delegate the establishment of communications/media centres if necessary.
- Other duties as outlined in the Emergency Communications Plan.

6.3.2.8 Responsibilities for the Office of Emergency Management

- Assist with coordination of response activities as deemed appropriate by the DEO.
- Implement the requirements of the Office of Emergency Management as per the St. John's or Grenfell Campus Emergency Management Plans with respect to establishing an EOC in Newfoundland.
- Assist with the dissemination of all information originating from the EOCG.
- Assist DEO with follow up action items.
- Perform other emergency response duties as required.

6.3.2.9 Responsibilities for Scribe

- Log and record all minutes/briefings/decisions/and actions of all members of EOCG.
- Ensure these records are filed with Office of Emergency Management upon closure of the EOCG.

6.3.2.10 Responsibilities for the MUN Incident Commander

The Incident Commander will be the general manager, Harlow Campus, or their delegate. The incident commander responsibilities are:

- Direct, control and co-ordinate the on-site emergency response.
- Report directly to and consult with the director of Emergency Operations on response tactics and the status of the response.
- Act as university support to external on-scene emergency response personnel once they assume responsibility for the event.
- Determine location and ensure supervision of the inner and outer perimeters of areas impacted by the emergency are maintained.
- Ensure security, and safe access and egress to site if necessary.
- Ensure a written log of all decisions and action taken is maintained.
- Perform other duties as required by the DEO.

6.3.2.11 Responsibilities for the Safety Officer

The Safety Officer will:

- Provide safety oversight for the Incident Commander on-scene, if required.
- Analyze any potential impact with regards to the health and safety mandate.
- Identify hazardous situations associated with the incident.
- Exercise emergency authority to stop and prevent unsafe activity on-scene.
- Investigate the accidents that may have occurred within the incident area.
- Assign other Health and Safety personnel as needed.
- Ensure expert advice is obtained for IC/DEO/EOCG regarding protective actions/personal protective equipment, exposure risks (physical, chemical, biological, electrical, radioactive) and recommend protective strategies.
- Make recommendations on areas requiring evacuations.
- Maintain a written log of all decisions and actions taken.

The above command team members will be identifiable during a response and/or exercise testing by wearing white incident command vests. These vests will not only depict their response functions but provide their name and title of the position they occupy within the EOCG.

6.3.3   Harlow CERT Organizational Chart Part 1

```
┌──────────────────────┐        ┌──────────────────────┐
│  MUN(UK) Board of     │------- │      President        │
│    Directors          │        │                       │
└──────────────────────┘        └──────────────────────┘
```

MUN(UK) Board of Directors

President

Emergency Management Steering Committee

Emergency Operations Centre Group

Director of Emergency Operations: Interim Director, Harlow Campus
Executive Director, Marketing and Communications
Vice President (Administration and Finance)
Provost and Vice President (Academic)
Deputy Provost and Dean, Student Affairs and Services
Director, Human Resources
Director, Facilities Management
Scribe

Emergency Management Planning Group

Public Information Officer (PIO)

Director of Emergency Operations

Incident Commander

Safety Officer

Department/Unit Head

Planning and Analysis Team

Operations Team

Logistics Team

Finance and Administration Team

Note: The EOCG are primary occupants of the Emergency Operations Centre. The incident commander and safety officer in most Level 2 and 3 emergencies will be on the scene. The response evaluator and public information officer are performing functions relating to the response activation.

Emergency Operations Centre Group positions will be determined by the DEO and assigned from the existing Newfoundland campus's command teams.

***The Office of Emergency Management will provide Administrative Assistance and Support to the Emergency Operations Centre Group as well as the full Campus Emergency Response Team as needed.**

ICS Colour Key

Emergency Operations Control Group	
Planning and Analysis Team	
Operations Team	
Logistics Team	
Finance and Admin Team	

6.3.4 General Team

There are four functional areas of responsibility under the Incident Command System. These functional areas are planning and analysis, operations, logistics and finance and administration. Members representing these functional areas of the university, which will be required in a Level 2 or 3 response, will become general team members.

Members of these teams will provide expert knowledge, support and recommendations to either the director of Emergency Operations or the incident commander or their immediate academic/administrative head. When applicable, consultation will occur across the various functional team members. If a team leader is required to co-ordinate the activities and to bring forward the information to the DEO they will be appointed by the DEO.

These members are not required to be in the EOC, however they could be present in adjoining rooms or performing functions for their immediate supervisor at their primary office location or an alternate site. Some members may be required to be directly connected by phone/computer to the DEO (e.g. finance and administrative personnel). Likewise some members may need to be connected directly to the incident commander (e.g. operations personnel). Debriefings or a physical presence at the EOC may be required by the director of Emergency Operations at specific times depending on the nature and scope of the emergency and your assigned role in the response.

The generic responsibilities for each team depicted in the Harlow CERT Organizational Chart Part 2, Section 6.3.4, are as follows:

Planning and Analysis Team (Knowers/Thinkers): Responsible for the collection, monitoring, evaluation, co-ordination and dissemination of information about the development of the incident and the status of resources required to respond effectively. This includes conducting an impact assessment on academic and administrative programs and the university's infrastructure/systems, property, facilities and people (faculty/staff/students). Team members will need to: anticipate changes to threat impact; monitor which additional resources may be required; determine which facilities are needed; manage maps; and document the required response needed. This team will be responsible for completing an Incident Action Plan (IAP), found under the ICS forms in the CERT Handbook found in the EOC, which will identify next steps and determine when normal day-to-day university operations can resume.

They will also ensure academic and/or administrative Business Continuity Plans and/or applicable functional sub-plans are activated (e.g., the Emergency Housing Plan, etc.).

Advice and guidance on the status of the emergency will be provided to both the incident commander and the director of Emergency Operations.

This team, upon activation (and in exercise testing), will be identifiable by wearing Blue Incident Command System Vests.

Operations Team (Doers): Responsible for managing all incident specific operations of an emergency response. This team is responsible for: managing the tactical operations to reduce the immediate hazard; minimizing casualities and protecting property; establishing situational control; setting priorities; and monitoring site response. The objective of this team's work is to restore the Harlow Campus as quickly as possible to normal conditions. The team is guided by the written or verbal Incident Action Plan developed by the planning and analysis team in co-ordination with the director of Emergency Operations, the EOCG, the incident commander, and general team leaders.

This team, upon activation (and in exercise testing), will be identifiable by wearing Red Incident Command System Vests.

Logistics Team (Getters): Responsible for resource procurement including supplies, personnel, and material support necessary to conduct the emergency response. This could include: personnel callout; equipment acquisition including communications; equipment maintenance; obtaining shelter sites; providing transportation, food, and services for responders; and arranging vendors, etc.

This team, upon activation (and in exercise testing), will be identifiable by wearing Orange Incident Command System Vests.

Finance and Administration Team (Payers): Responsible for: compensation claims; time keeping; liability and insurance coverage; purchase authorization for any purchases requested by other members of CERT; and financial assessment of damage to university infrastructure. These team members will document expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting. These team members will activate any pertinent and necessary memoranda of understanding and enter into such agreements as necessary. These team members should have an extensive financial, legal, audit and risk knowledge of the university's policies, practices and procedures.

This team, upon activation (and in exercise testing), will be identifiable by wearing Green Incident Command System Vests.

Any specific general team functions defined by the academic/administrative entities of the university are contained in Appendix F **(not for public distribution)**.

6.3.5 Harlow CERT Organizational Chart Part 2 – General Team
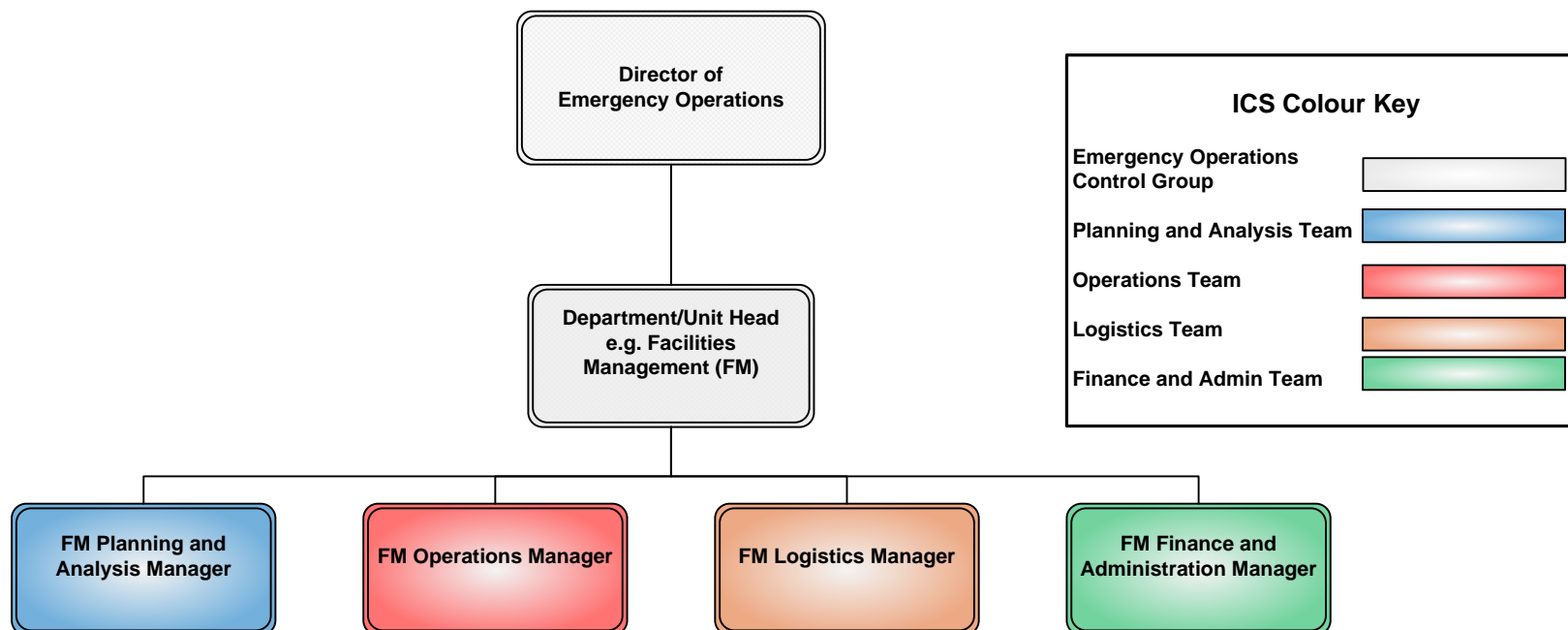
Possible Responding Departments: Marketing and Communications, Computing and Communications, Enterprise Risk Management, Facilities Management, Financial and Administrative Services, Human Resources, General Counsel, Health and Safety, Student Affairs and Services, Registrars Office, and others as required

6.3.6 Campus Emergency Response Team (CERT)

CERT will perform all assigned duties and responsibilities with specific levels of authority to make prompt response decisions and/or recommend actions to be taken to mitigate any further potential impact from the emergency. CERT will work collaboratively together in fulfilling the response functions. The organizational structure depicted in the charts does not represent the hierarchical reporting structure of the university, however, certain responses may require the assignment of team leaders to co-ordinate the information flow back to the incident commander and/or DEO.

All responsibilities have been assigned based on functional response requirements and are critical to a successful response. Some emergencies will necessitate that some or all members of CERT provide support functions as opposed to leading or managing the on-scene response efforts. The latter will once again, depend on the type, nature and scope of the event (e.g. a major fire/explosion which response will be lead by municipal fire authorities). The Harlow Campus EOC could still be activated to manage the support requirements and respond effectively to the internal impact from a university-wide perspective. In such cases there could be a need for unified command under the ICS model.

6.4 Notification/Alerting Procedures

Depending on the nature/scope of the emergency, the senior management will be authorized to initiate the applicable emergency notification system. Predetermined messages will be prepared by the Marketing and Communications Division of the university to assist with speedy mobilization of communicating to the university community. This division will be supported by Computing and Communications and other internal partners when and if required (e.g. Registrar's Office). For detailed messages relating to specific threats and the media which will be used to communicate such messages, please refer to the Emergency Communications Plan (Appendix J).

Alarms are available in each building and can be activated individually. Posters will be placed throughout the campus and leaflets distributed if necessary. Faculty and proctors will notify students in person if applicable.

6.5 Activation of Campus Emergency Response Team (CERT)

Upon Level 2 and Level 3 activation of this plan, an Incident Commander will be identified by the Director of Emergency Operations and will be assigned depending on the type of emergency and skill sets required.

The Director of Emergency Operations, will assess the incident and potential impact, determine who will become activated and assign the appropriate ICS functionality to their responsibility under the general team guidelines identified in 6.3.4.

For contact information and fan-out procedures of CERT, please refer to Appendix A. This appendix is **confidential and not for distribution**.

6.6   Emergency Operations Centre (EOC)

The Emergency Operations Centre (EOC) is the physical location for the Emergency Operations Centre Group outside the scene of the incident which will have the capability for 24 hr – 7 day a week operation if necessary. It provides a centralized approach to Level 2 and/or 3 emergencies. It will also be used for training and emergency exercises.

The Harlow Campus team will work in joint command with applicable members at the St. John's or Grenfell Campuses upon director by the DEO. The Newfoundland contingent of support staff will work via their campuses primary EOC location.

Alternate EOC's have been identified as well and will be ready to open if the primary location is compromised. The primary site will be equipped with the supplies identified in Appendix E including the applicable ICS forms for use by CERT.

The location of the EOC and alternate sites is found in Appendix E. **These are not for distribution.**
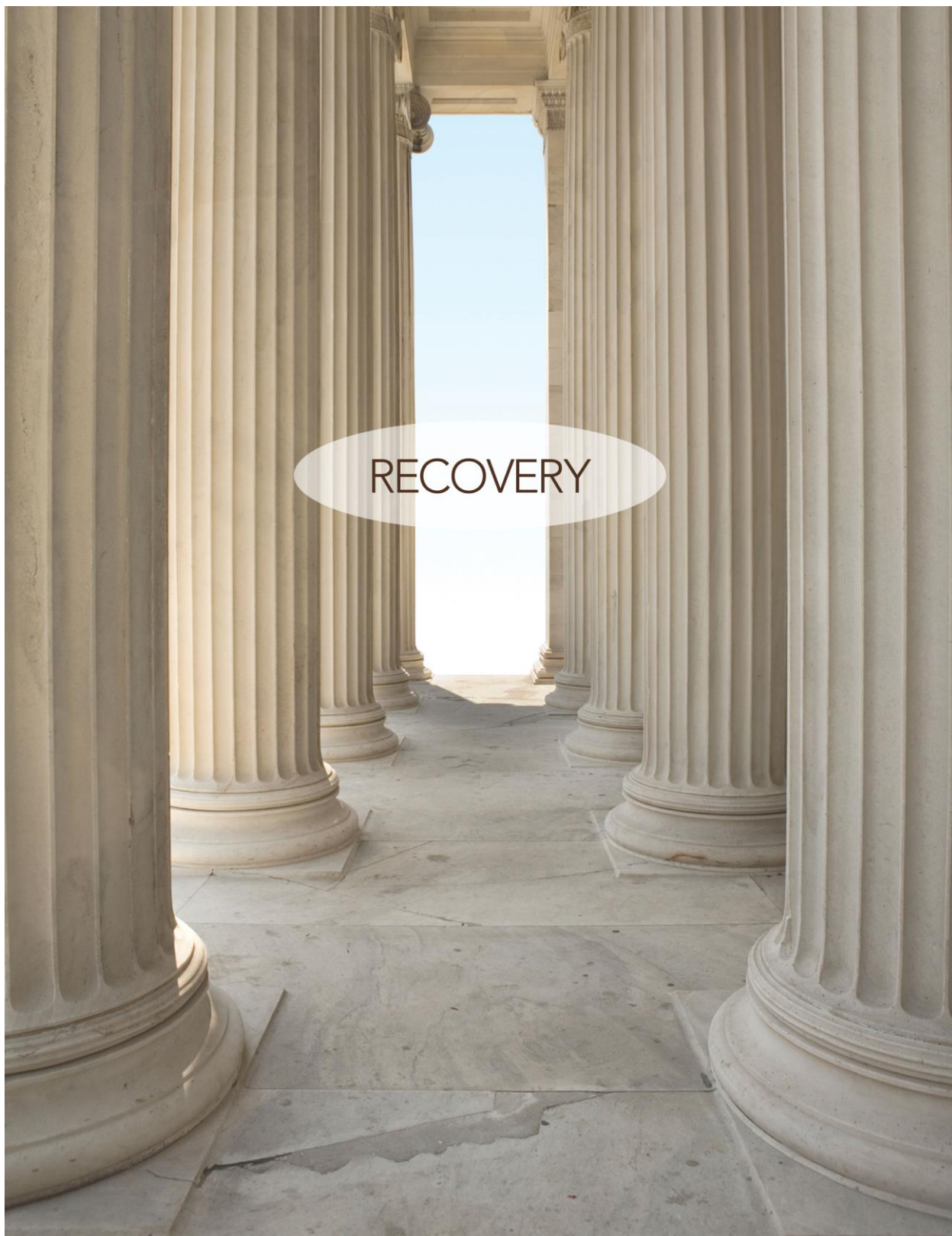
RECOVERY

7.0   Recovery

7.1   Introduction

The mandate of CERT is to ensure that university operations are restored as quickly as possible with the co-operation, support and assistance of all staff and faculty.

The post-incident recovery process begins long before the crisis has been resolved – CERT should make it a priority to restore regular operations even while response operations are still ongoing.

The university will ensure services and programs are in place to address
- the psychological and emotional impact that emergencies could have on the campus community;
- the business and academic impact;
- community impact; and
- litigation and insurance issues.

The Office of Emergency Management will co-ordinate a post-incident review which will involve incorporating lessons learned back in to this emergency plan, an overall responsibility of the Emergency Management Steering Committee.

7.2   Psychological/Emotional Impact

Emergencies impact on the health and well-being of individuals differently. Some individuals at the Harlow Campus will be resilient and will cope with the effects of an event very quickly and in some instances can volunteer and assist in the response/recovery process. Other individuals may experience immediate and/or delayed reactions to the event. Some of the psychological/emotional outcomes could include:
- Critical incident stress
- Grief and loss
- Post traumatic stress

The Harlow Campus is committed to ensure that students, staff, faculty and clients are kept well informed as response activities are underway in an effort to mitigate any negative long-lasting effects and to ensure psychosocial services are available to meet their needs.

The campus can deliver information sessions on the event and any long-term implications; debrief the students regarding impact; and arrange individual counseling and referrals for mental health issues if necessary. In this regard, the campus can access counsellors, psychiatrists, psychologists, etc via the Harlow Occupational Health Service and/or the Harlow Young Concern Trust.

7.3   Operational Impact

An emergency may adversely affect any operations of the Harlow Campus including interruption to teaching and research, damage to buildings and infrastructure, academic and administrative work capability, and/or residential activities.

Building and facility clean up, if necessary, will occur as quickly as possible. If there is a fatality on campus or a crime has been committed, it will be necessary to wait for the Emergency Services to complete their investigation of the scene and resume normal operations. Recovery activities will be undertaken after the proper authorities (e.g. police, fire, insurance, etc.) have finished their investigation(s).

With respect to rescheduling academic activities and resumption of research, the Emergency Operations Centre Group, the interim director (Harlow Campus) and the Office of the Registrar in consultation with the president and appropriate dean/directors will determine the course of action relating to students, faculty/staff notification, closures, and if required, the reassignment of physical space. The involvement of Senate will occur should it be required (e.g. class exam deferment).

The communications personnel will be responsible for notifying the internal and external communities of resumption of academic, non-academic and/or community activities as per the Emergency Communications Plan.

7.4   Community Impact

There could be a need for the Harlow Campus to reach out to the community for assistance to recover from an emergency, for example, in the area of infrastructure repair, telecommunications, psychosocial and medical services, housing support and food services.

If the emergency extends beyond the campus community but was caused by an activity on campus, the executive director, Marketing and Communications following consultation with the DEO and the president will ensure that a meeting occurs with any neighbours/stakeholders who were impacted. This meeting will inform them of the cause, the steps the Harlow Campus will take to repair damages, to clean up debris, and the Harlow Campus's strategies to mitigate the short- and long-term impact. Marketing and Communications will utilize communications mediums to assist in getting the message relayed to those impacted.

Some of the university's facilities could also be in use by the general public and/or community agencies. These stakeholders will be contacted by Harlow

Campus personnel should these services no longer be available or be terminated for a period of time.

7.5 Litigation/Insurance Issues

The Department of Enterprise Risk Management is responsible for overseeing all insurance programs for the university and thus will be responsible to have predetermined policies and procedures in place to recover any losses experienced by the university in the event of an emergency. This will be accomplished either through the university's insurance program or through recovery from third party claims. The Office of General Counsel may be consulted with respect to legal advice and litigation claims related to specific emergencies.

There will be a requirement for the Enterprise Risk Management Office to conduct a damage assessment in conjunction with the finance manager at Harlow Campus who has responsibility for the university functions which have been impacted or affected by the event. Once the damage assessment has been completed and repair costs determined, the repairs will be carried out under applicable procedures.

The Enterprise Risk Management Office will collaborate with all persons involved to facilitate insurance recovery, either through applicable insurance programs or third party recovery.

7.6 Post-Incident Review

The Harlow Campus will conduct a review only in a Level 2 or Level 3 emergency situation. This review will be the responsibility of the director of the Emergency Operations Centre and will be co-ordinated by the Office of Emergency Management.

The post incident review will involve a hotwash immediately following the incident with appropriate members of CERT, and a larger debriefing following recovery which could include all members of CERT and our external partners.

The debrief will be coordinated by the Office of Emergency Management in consultation with the general manager at Harlow Campus.

All recorded activities, documentation, and reports need to be submitted to the Office of Emergency Management within an appropriate timeframe following an incident. This will depend upon the nature and scope of the emergency. These records will be analyzed by the emergency management coordinator in collaboration with the evaluator and a Post-Incident Recovery Report will be prepared. Lessons learned and recommendations for the modification/revision of the current Emergency Management Plan will be identified and these

recommendations will be provided to the Emergency Management Steering Committee for approval.

If there are any issues outstanding from this report, the Emergency Management Steering Committee will assign that issue to the appropriate academic or administrative offices of the University for follow-up and/or resolution.

8.0   Maintenance/Distribution Logs

The distribution, control and maintenance of emergency planning documents, including appendices and sub-plans, is the responsibility of the Office of Emergency Management.

Appendix G - provides for the revisions to the emergency plan and/or any of its policies/procedures.

Appendix H - identifies replacement dates, removal dates of any changes and insertion of any new policies/procedures to the plan.

Appendix I - records the distribution list of all persons having a copy of the manual.

9.0   Appendices

Appendix A   Harlow Emergency Notification Contact Information **– Not for Distribution**
Appendix B   Campus Profile
Appendix C   Business Continuity Plan – Harlow Campus **– Not for Distribution**
Appendix D   Hazard Analysis
Appendix E   Emergency Operations Centre **– Not for Distribution**
Appendix F   Specific NL Campus ICS Position Descriptions **– Not for Distribution**
Appendix G   Plan Revision Request Forms
Appendix H   Plan Revision List Form
Appendix I   Plan Distribution List Form
Appendix J   Emergency Communications Plan **– Not for Distribution**
Appendix K   Emergency Housing Plan **– Not for Distribution**
Appendix L   Threat Specific Funtional Sub-Plans **– Not for Distribution**
     K.1   Active Inruder Protocol **– Not for Distribution**
     K.2   Hazardous Materials – Chemical Accident **– Not for Distribution**
     K.3   Communicable Disease (non-pandemic/pandemic) **– Not for Distribution**
     K.4   Severe Weather **– Not for Distribution**
     K.5   Fire Safety Evacuation Plan/Explosions **– Not for Distribution**
     K.6   IM/IT Equipment Failire **– Not for Distribution**
     K.7   Labour Disruption **– Not for Distribution**
     K.8   Computer Security **– Not for Distribution**
Appendix L   Related Documents **– Not for Distribution**

Appendix A   Harlow Emergency Notification Contact Information – Not for Distribution

Appendix B   Campus Profile

In 1966, the Board of Regents of Memorial University approved the establishment of a small residential campus at Harlow, Essex. The campus is situated in the quaint, historic town of Old Harlow, Essex, UK. Midway between London and Cambridge, it is linked to both cities by road and mainline railway (being approximately 40 minutes from each by rail).

Harlow Campus is used by both professional schools and academic departments to offer programs. The campus is also available as a base for faculty members and graduate students conducting research or further study in the UK. The primary academic departments which avail of this campus are as follows:

- Education
- Arts
- Biology
- Visual Arts
- Theatre Arts
- Business
- Pharmacy

Up until March 2007, the campus was operated by the Harlow Campus Trust, but in April 2007 the Trust was replaced by a new company entitled MUN (UK) Ltd., a company limited by guarantee and incorporated under English law, to direct the operations of the campus. The Directors of MUN (UK) Ltd. limited are as follows:

- Dr. Gary Kachanoski, Chair
- Dr. David Wardlaw
- Mr. Derek Linfield
- Mr. Jim Andrews

The campus has 5 full-time employees:

General Manager
- Ms. Sandra Wright

Finance Manager
- Mr. Simon Hatchett

Systems Administrator
- Mr. Jon Deal

Receptionist / Administration Assistant
- **Miss Dawn Bird**

Single handed Chef/Cook
- Mr. Nick Slate

The administrative functions of this campus are also supported by 8 part-time employees.

The general manager is directly responsible to the MUN(UK) Ltd. Board of Directors but also has an administrative reporting function to the interim director (Harlow Campus) and an indirect professional relationship with visiting faculty.

The campus consists of a group of 19th century and older buildings. The main building is *The Maltings* which houses the administration offices as well as accommodation for 41 residents. It also contains dining room, resources room, common room and laundry as well as the Lord Taylor lecture room.

The campus went through extensive modernization in 2002 and the refurbished campus was designed to meet the needs of today's students – those from Memorial University of Newfoundland wishing to study in Europe and those in Europe interested in pursuing studies on Harlow Campus. The Campus provides technologically equipped meeting facilities and residence accommodations for up to 51 visiting students and faculty from either the St. John's or Grenfell Campus, as well as excellent food service capacity. The availability for European residents to study at Harlow is being contemplated.
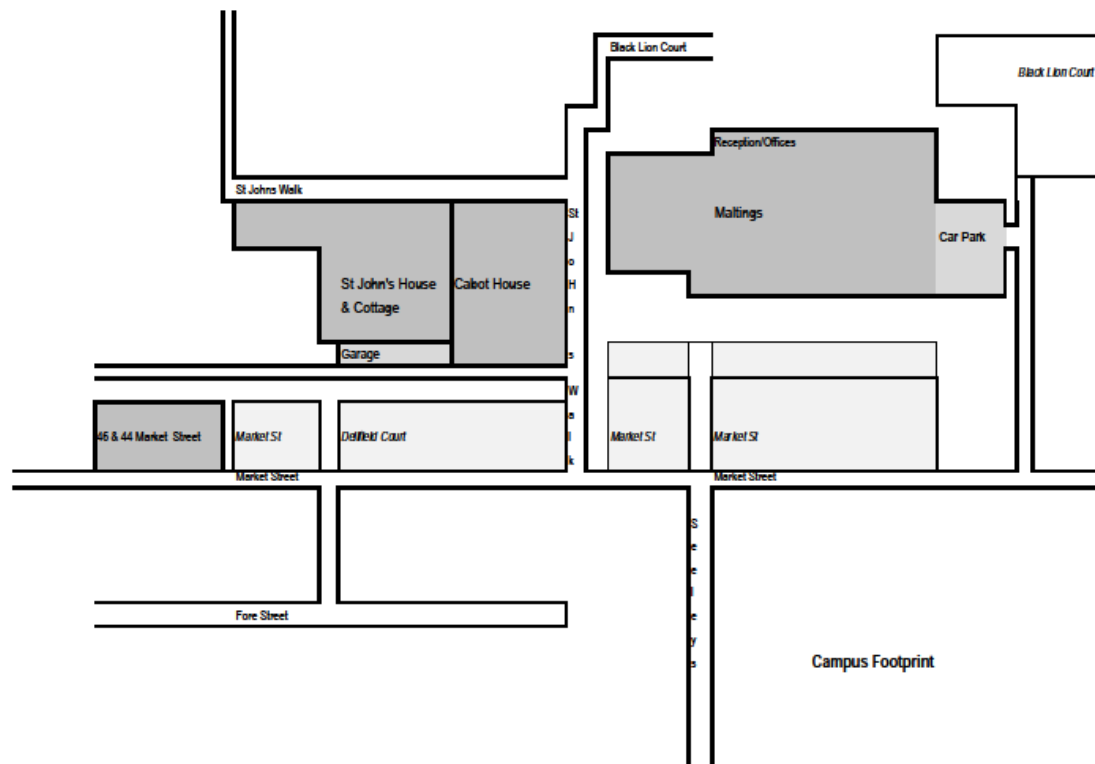
The main campus building is a converted 19th century **Maltings** (formerly used for drying barley for brewing) - accommodating 40 students in twin ensuite accommodation, which can be converted to single accommodation when required. In addition there is a purpose designed single bedroom for a disabled guest. A further 10 students can be accommodated in Cabot House, a self-contained residence house in a 17th century cottage with four twin rooms and two single rooms all with shared facilities.
Each bedroom in both the Maltings and **Cabot House** has a direct dial inward telephone and computer point with internet access (for use with personal lap-top computers).

The Campus has three fully self-contained faculty properties each with one double and one twin room. These are two apartments at **44 and 46 Market Street** and **St. John's Cottage**.
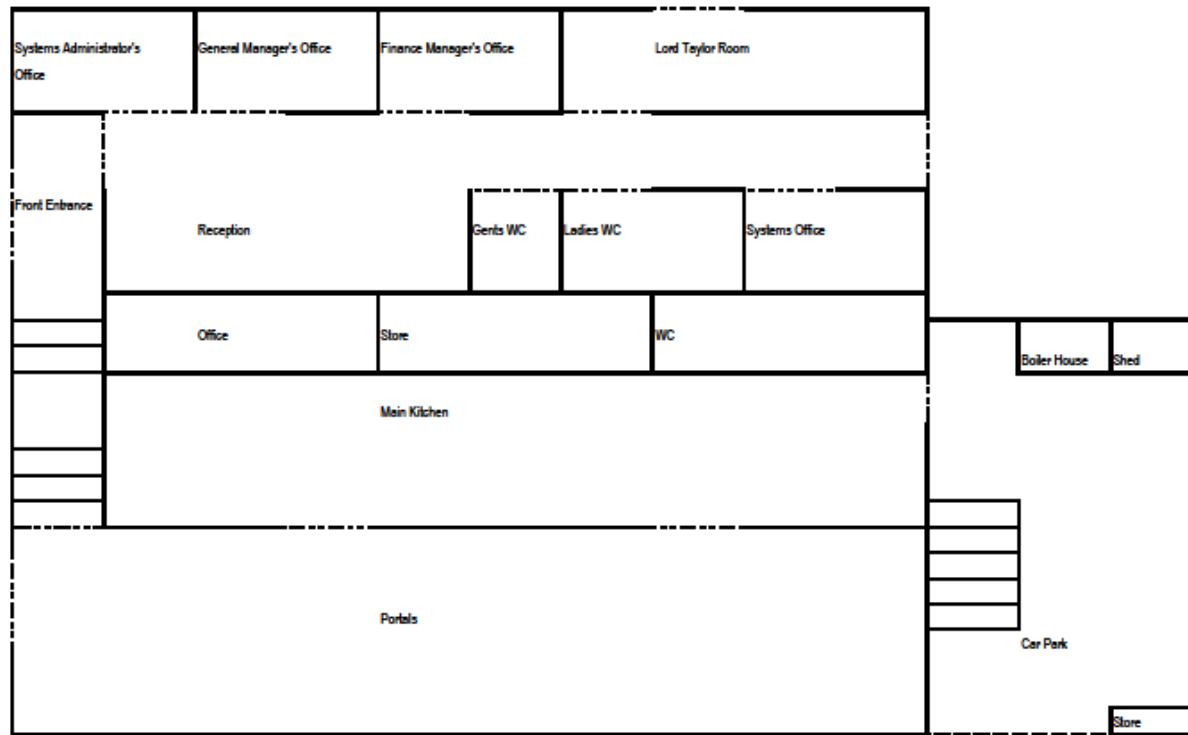
Conference/training space is available in **St. John's House**, which is the main lecture hall situated in a converted Victorian Schoolhouse. The lecture hall is fully networked and has audio visual connectivity. Flexible seating arrangements means the facility can comfortably accommodate up to 30 delegates. Additional conference/training space is available in the Lord Taylor Room situated in the Maltings. This conference room is fully networked and has flexible seating arrangements accommodating up to 20 delegates.

The Resources Room in the Maltings accommodates the library and small computer suite (which is set up to be additional teaching space when required). An area of the room is designed to be quiet space with study cubicles and comfortable seating.
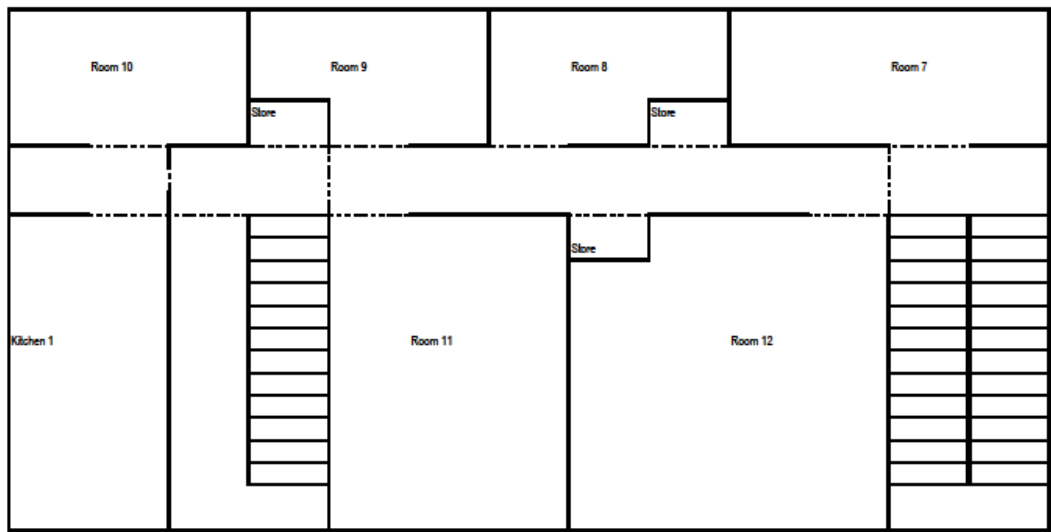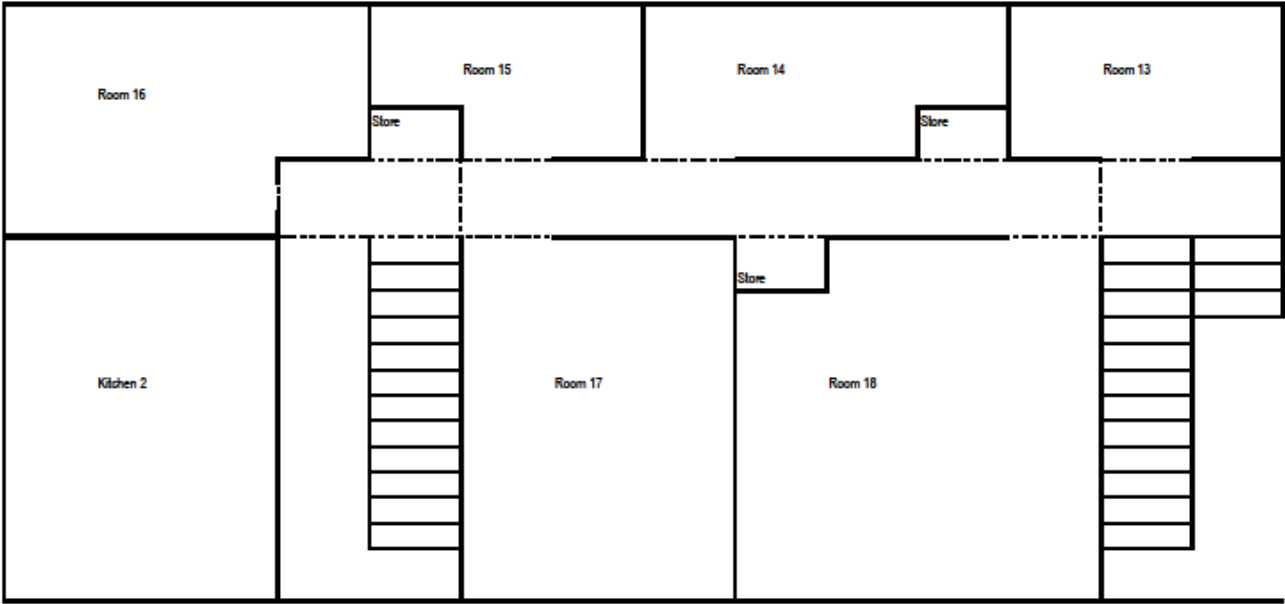
Campus Footprint

		Black Lion Court	Black Lion Court
St Johns Walk		Reception/Offices	
St John's House & Cottage	Cabot House	Maltings	Car Park
	Garage		
46 & 44 Market Street	Market St	Delfield Court	Market St	Market St
	Market Street		Market Street
	Fore Street		

Campus Footprint

Maltings Ground Floor

Systems Administrator's Office	General Manager's Office	Finance Manager's Office	Lord Taylor Room
Front Entrance	Reception	Gents WC	Ladies WC	Systems Office
Office	Store	WC	Boiler House	Shed
Main Kitchen	Car Park
Portals	Store

Maltings Ground Floor

Maltings First Floor

| Room 10 | Room 9 | Room 8 | Room 7 |
| | Store | Store | |

| Kitchen 1 | | Room 11 | Store | Room 12 | |

Maltings First Floor

Mlatings Second Floor

Maltings Second Floor (1)

Maltings Third Floor
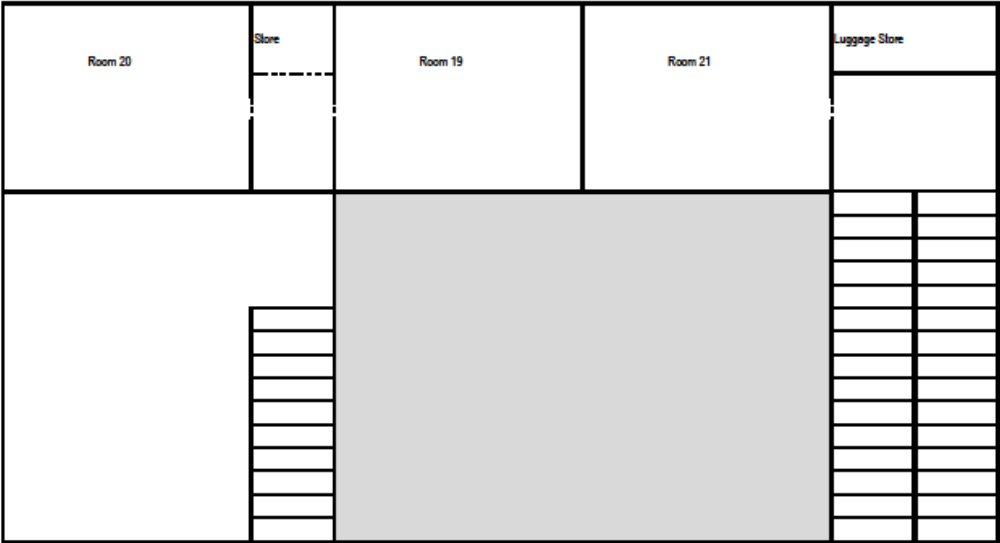
Maltings Third Floor

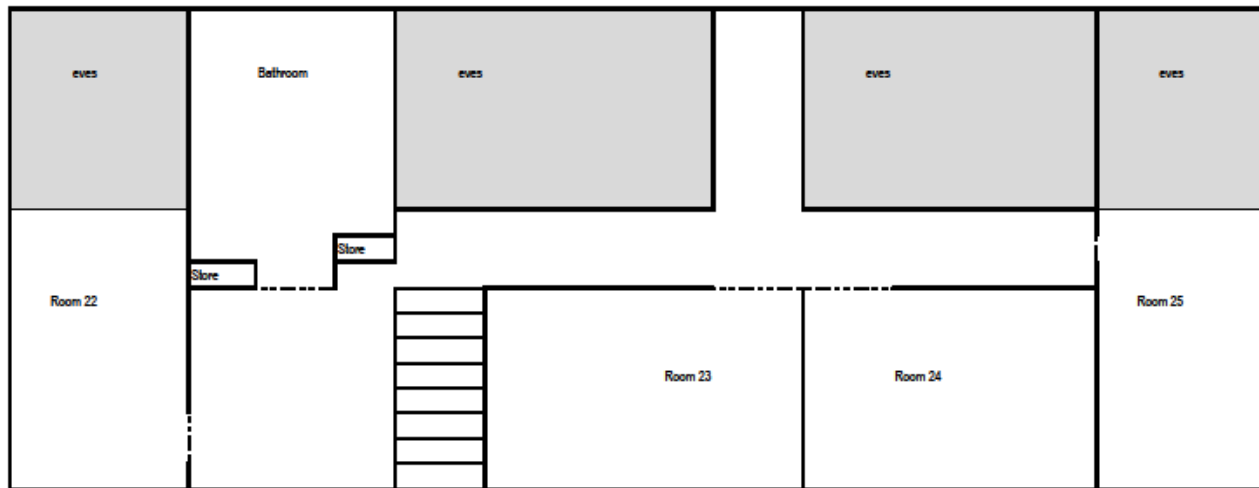Maltings Lower Ground Floor

Room 4

Room 3

Store

Room 2

Room 1

Laundry room

Store

Store

Room 5

Room 6

Comms
cabinet

Housekeeping room
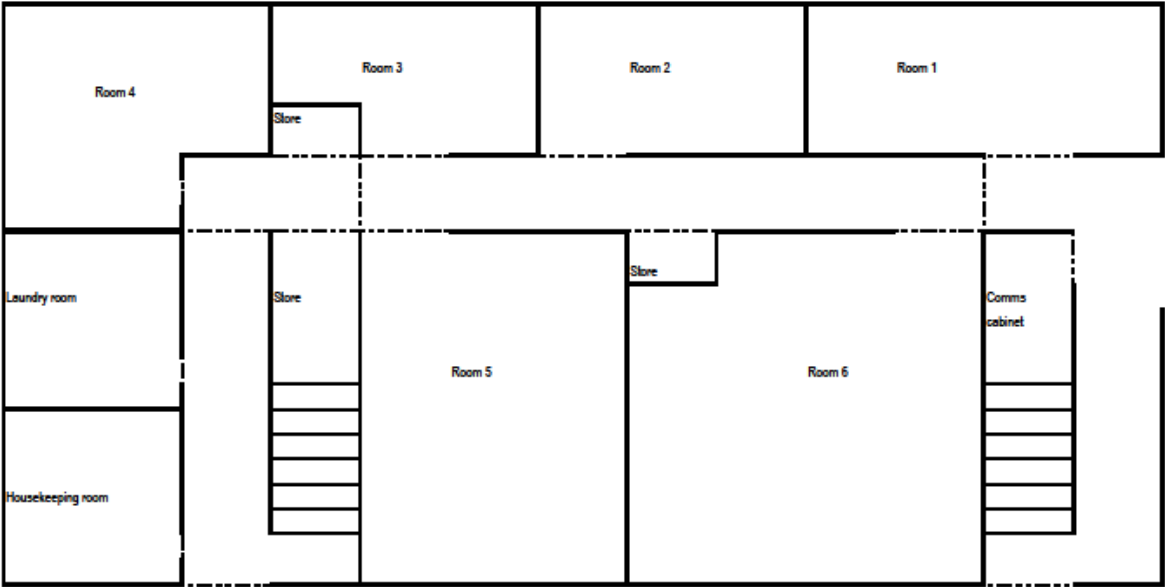
Maltings Lower Ground Floor

Cabot House Ground Floor

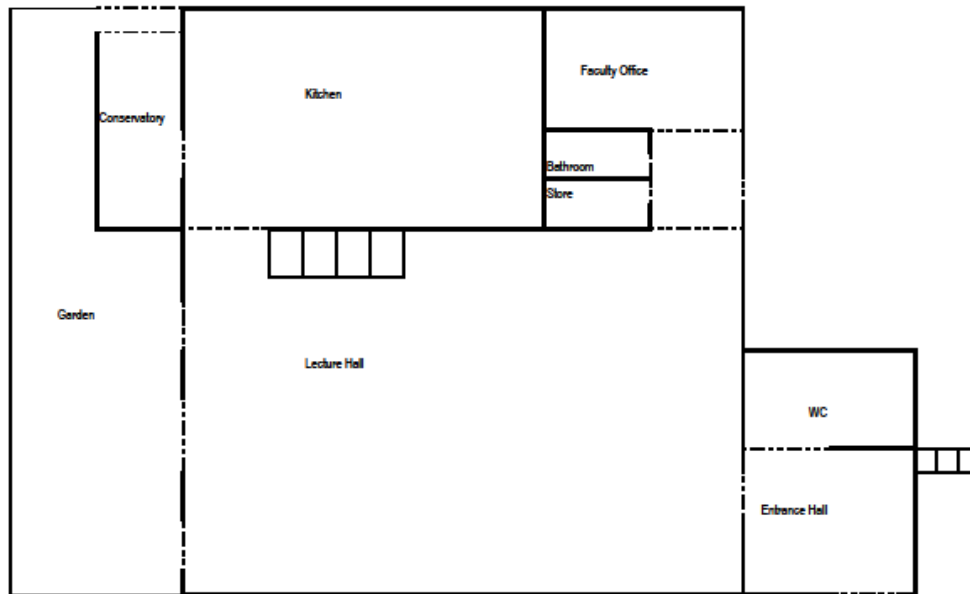|						
Garden						
Study area	Room 27	WC	Kitchen	Shower room		Laundry room
Lounge	Entrance hall		Dining room	Computer area		Room 26
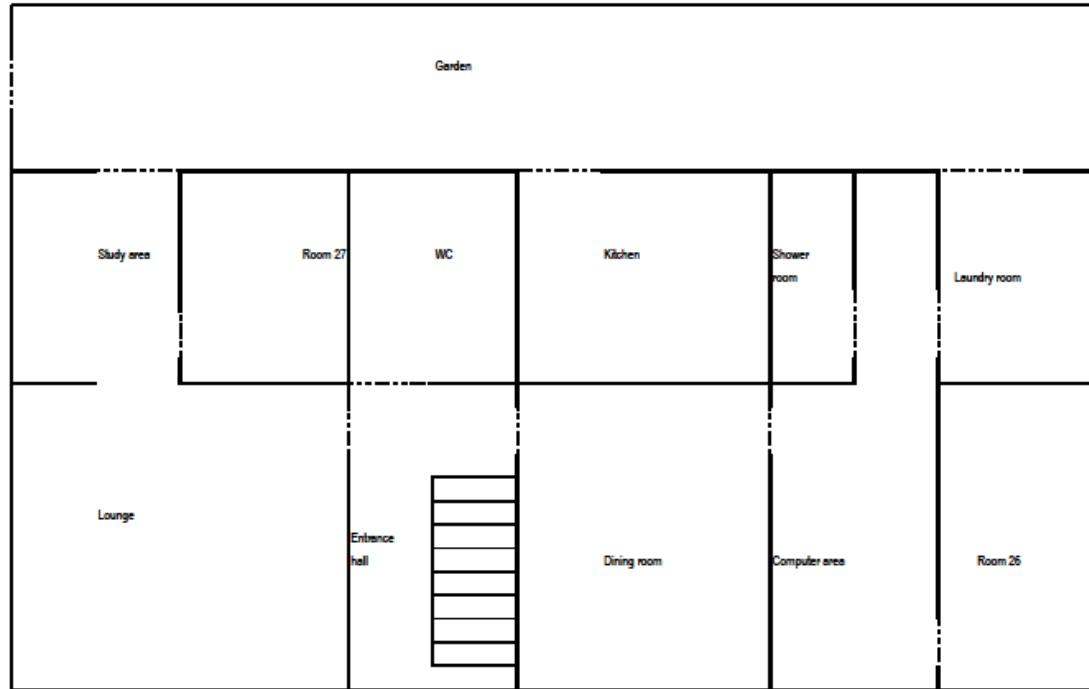
Cabot House Ground Floor
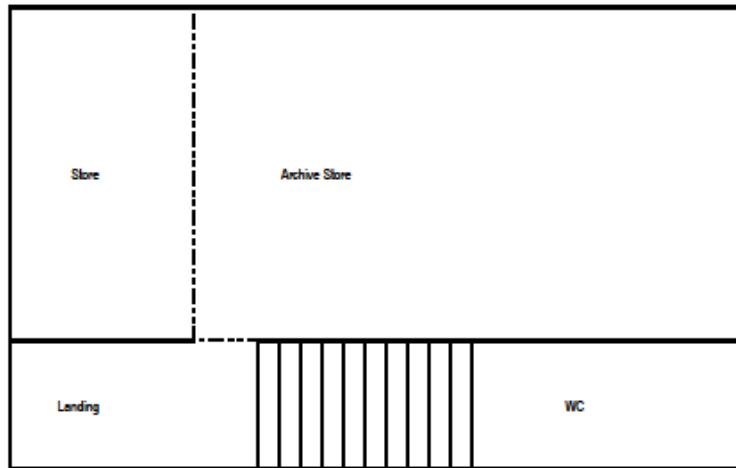
Cabot House First Floor

Cabot House First Floor
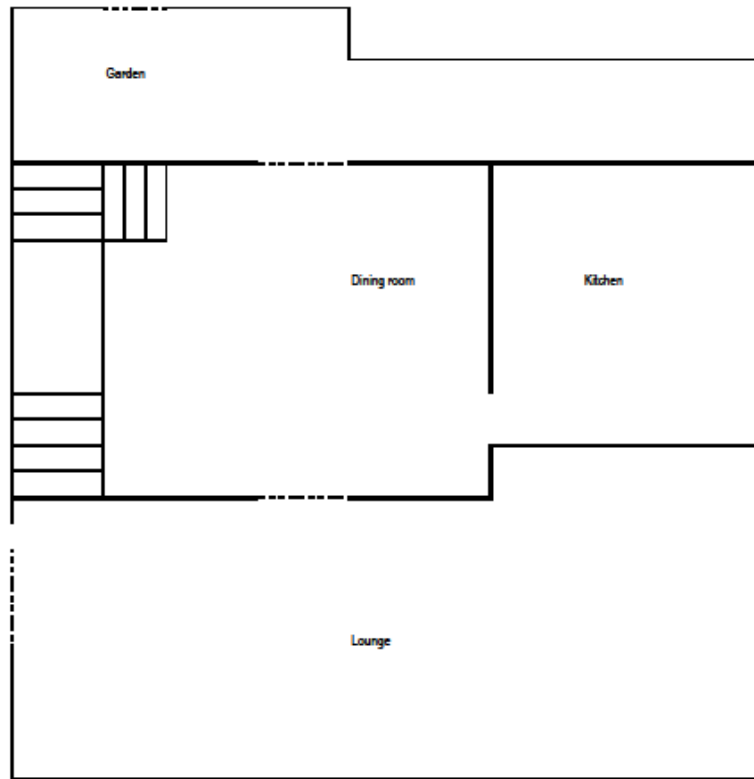
St. John's House Ground Floor

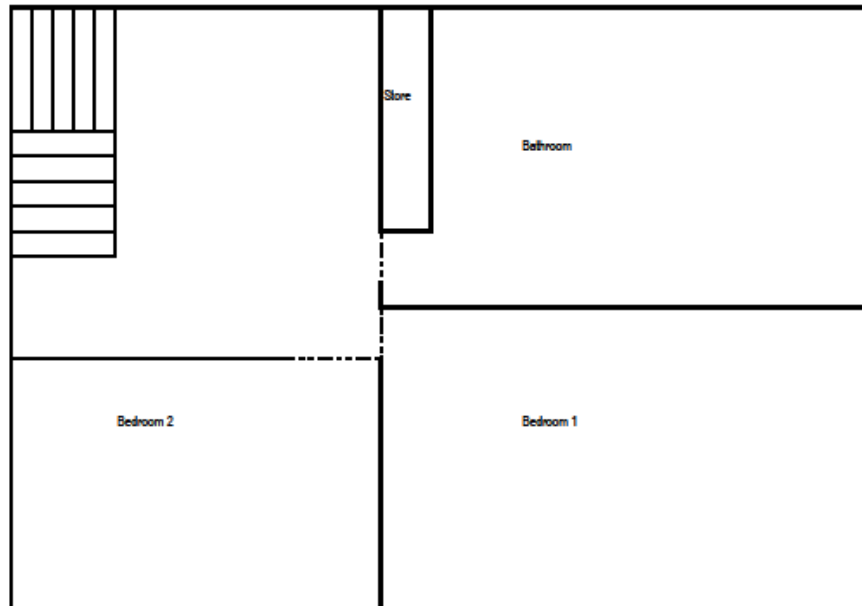**St John's House Ground Floor**

St. John's House First Floor (Archive Room)

St John's House First Floor (Archive Room)

St. John's Cottage Ground Floor

Garden

Dining room

Kitchen

Lounge

St John's Cottage Ground Floor

St. John's Cottage First Floor

Store

Bathroom

Bedroom 2

Bedroom 1

St John' s Cottage First Floor

44 Market Street

Store

Courtyard

Bedroom 2

Bathroom

Kitchen / Dining area

Store

Store

Bedroom 1

Lounge
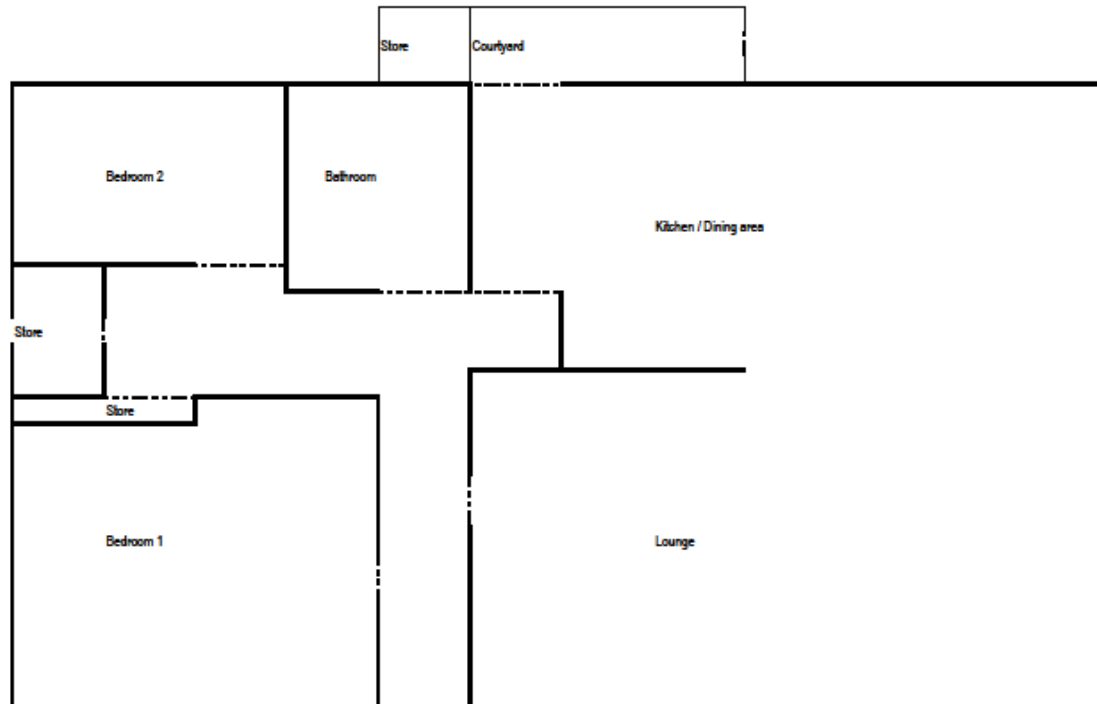
44 Market Street

46 Market Street

Bathroom

Kitchen

Bedroom 2

Lounge / Dining area

Bedroom 1

Store
(ground Floor)
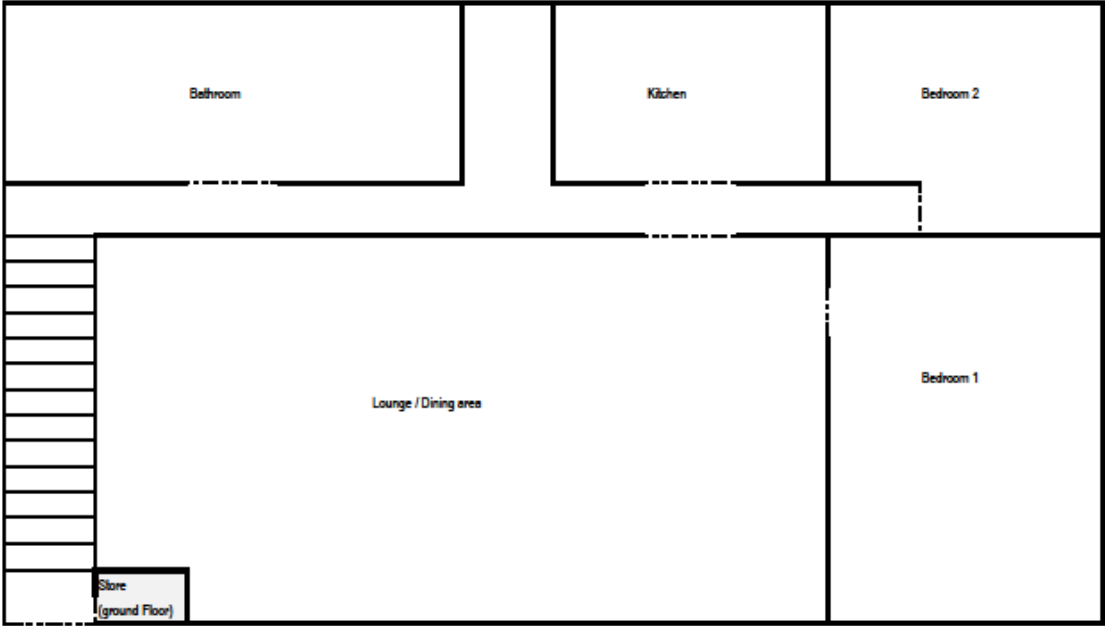
46 Market Street

University Diary

Fall 2013		Winter 2014		Spring 2014	
June 1, 2013, Saturday	Registration begins for Residents and for undergraduate Medical students	January 1, 2014, Wednesday	Final date for filing applications for admission to graduate programs commencing in Spring semester 2014. Applications received after this date will be processed as time and resources permit. Applicants should note that most graduate academic units have earlier deadlines and should be contacted directly for further information	April 28, 2014, Monday	Spring Work Term begins for Co-operative Education students
July 1, 2013, Monday	Academic year begins for Residents			May 1, 2014, Thursday	Final date for filing applications for admission to graduate programs commencing in Fall semester 2014. Applications received after this date will be processed as time and resources permit. Applicants should note that most graduate academic units have earlier deadlines and should be contacted directly for further information
July 16, 2013, Tuesday	Registration begins for eligible students registering in undergraduate courses, Fall semester 2013				
August 5, 2013, Monday	Deadline for registration and fees payment for Interns/Residents	January 2, 2014, Thursday	Winter Work Term begins for Co-operative Education students		
	Registration begins for graduate students, Fall semester, 2013	January 5, 2014, Sunday	Orientation for all new first semester undergraduate students		
August 19, 2013, Monday	Fall Work Term begins for Co-operative Education students	January 6, 2014, Monday	Lectures begin, Winter semester		
• August 26 to 30, 2013, • Monday to Friday	Orientation for new first year Medical students (class of 2017)		Winter Internship begins for Education students (all programs)	May 9, 2014, Friday	Annual Spring Convocation, Grenfell Campus session, Corner Brook
			Sessions resume for all Medical students	May 12, 2014, Monday	Lectures begin, Intersession and 14-week Spring semester, including for Engineering academic term students
August 26, 2013, Monday	Sessions begin for Clerkship Medical students (class of 2015)	January 13, 2014, Monday	Final date for receipt, by the Registrar, of replacement grades for "INCOMPLETE" grades in undergraduate and graduate courses, Fall semester 2013		Deadline for fees payment, Spring semester (14-week courses, Intersession and Summer Session)
August 30, 2013, Friday	Deadline for registration for undergraduate Medical students				
September 1, 2013, Sunday	Final date for filing applications for admission to graduate programs commencing in Winter		Final date for submission of Master's and Doctoral Theses and Reports for examination, by candidates who expect to	May 13, 2014, Tuesday	Regular meeting of the Senate

	semester 2014. Applications received after this date will be processed as time and resources permit. Applicants should note that most graduate academic units have earlier deadlines and should be contacted directly for further information	receive their degree at the Spring Convocation 2014. Theses and Reports received after this date will be processed as time and resources permit	May 19, 2014, Monday	Final date for receipt, by the Registrar, of replacement grades for "INCOMPLETE" grades in undergraduate and graduate courses, Winter semester 2014 End of Regular Registration Period and last day for undergraduate and graduate students to add courses, Intersession Last day for undergraduate students to drop courses and receive a 100% refund of tuition fees, Intersession No lectures for Medical students (classes of 2016 and 2017)
September 2, 2013, Monday	Labour Day. No lectures	January 14, 2014, Tuesday	Regular Meeting of the Senate		
• September 2 & 3, 2013 • Monday & Tuesday	Orientation for all new first semester undergraduate students	January 15, 2014, Wednesday	Final date for filing, with the Registrar, applications for Degrees and Diplomas for the Spring Convocation 2014. Applications received after this date will be processed as time and resources permit		
September 3, 2013, Tuesday	Fall Internship begins for Education Students (Primary/Elementary, Music Education, Native and Northern) Sessions begin for Medical students (Classes of 2016 and 2017)	January 20, 2014, Monday	Deadline for fees payment, including for undergraduate Medical students, Winter semester End of Regular Registration Period and last day for undergraduate and graduate students to add courses, Winter semester Last day for undergraduate students to drop courses and receive a 100% refund of tuition fees, Winter semester	May 22, 2014, Thursday	Last day for undergraduate students to drop courses and receive a 50% refund of tuition fees, Intersession
September 4, 2013, Wednesday	Lectures begin, Fall semester			May 26, 2014, Monday	End of Regular Registration Period and last day for undergraduate and graduate students to add courses, 14-week Spring semester Last day for undergraduate students to drop courses and receive a 100% refund of tuition fees, 14-week Spring semester
September 10, 2013, Tuesday	Regular meeting of the Senate				
September 11, 2013, Wednesday	Final date for receipt, by the Registrar, of replacement grades for "INCOMPLETE" grades in undergraduate and graduate courses, Spring semester (Intersession, Summer Session and 14-week) 2013	January 27, 2014, Monday	Last day for undergraduate students to drop courses and receive a 50% refund of tuition fees, Winter semester Final date for graduate students to withdraw from programs without incurring liability for tuition fees, Winter semester		

Date	Event
September 18, 2013, Wednesday	Deadline for fees payment, including for undergraduate Medical students, Fall semester
	End of Regular Registration Period and last day for undergraduate and graduate students to add courses, Fall semester
	Last day for undergraduate students to drop courses and receive a 100% refund of tuition fees, Fall semester
September 25, 2013, Wednesday	Last day for undergraduate students to drop courses and receive a 50% refund of tuition fees, Fall semester
	Final date for graduate students to withdraw from programs without incurring liability for tuition fees, Fall semester
	Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to be deregistered from Graduate Registration 9000/Medicine 9900 without incurring any liability for continuance fees, Fall semester
September 30, 2013, Monday	Fall internship begins for Education students (Intermediate/Secondary)
October 1, 2013, Tuesday	Final date for filing applications for undergraduate admission/re-admission to Winter semester 2014.
	Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to be deregistered from Graduate Registration 9000/Medicine 9900 without incurring any liability for continuance fees, Winter semester
February 1, 2014, Saturday	Final date for filing undergraduate applications for admission/re-admission to Spring semester (14-week, Intersession and Summer session) 2014. Applications received after this date will be processed as time and resources permit
February 3, 2014, Monday	Last day for undergraduate students to drop courses and receive a 25% refund of tuition fees, Winter semester. No tuition fees are refunded for courses dropped after this date
February 11, 2014, Tuesday	Regular meeting of the Senate
February 17, 2014, Monday	Winter semester break begins at St. John's and Grenfell Campuses
February 20, 2014, Thursday	Lectures resume at St. John's and Grenfell Campuses
February 24, 2014, Monday	Final date for undergraduate and graduate students to drop courses without academic prejudice, Winter semester
	Last day for undergraduate students to drop courses and receive a 25% refund of tuition fees, Intersession. No tuition fees will be refunded for Intersession courses dropped after this date
• May 27, 28, 29, & 30, 2014	Annual Spring Convocation, St. John's
• Tuesday, Wednesday, Thursday & Friday	
June 2, 2014, Monday	Last day for undergraduate students to drop courses and receive a 50% refund of tuition fees, 14-week Spring semester
	Final date for graduate students to withdraw from programs without incurring any liability for tuition fees, 14-week Spring semester
	Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to be deregistered from Graduate Registration 9000/Medicine 9900 without incurring any liability for continuance fees, Spring semester

Date	Event	Date	Event	Date	Event
	Applications received after this date will be processed as time and resources permit		Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to receive a 50% refund of continuance fees, Winter semester	June 5, 2014, Thursday	Final date for undergraduate and graduate students to drop courses without academic prejudice, Intersession
October 2, 2013, Wednesday	Last day for undergraduate students to drop courses and receive a 25% refund of tuition fees, Fall semester. No tuition fees are refunded for courses dropped after this date	March 1, 2014, Saturday	Final date for filing undergraduate applications for admission/re-admission to Fall semester 2014. Applications received after this date will be processed as time and resources permit	June 9, 2014, Monday	Last day for undergraduate students to drop courses and receive a 25% refund of tuition fees, 14-week Spring semester. No tuition fees will be refunded for 14-week Spring semester courses dropped after this date
October 4, 2013, Friday	Annual Fall Convocation, Grenfell Campus session, Corner Brook	March 11, 2014, Tuesday	Regular meeting of the Senate		
October 8, 2013, Tuesday	Regular meeting of the Senate	March 24, 2014, Monday	Registration begins for eligible students registering in undergraduate courses, Spring semester (14-week courses, Intersession and Summer Session) 2014	June 20, 2014, Friday	Lectures end, Intersession
October 11, 2013, Friday	Fall internship ends for Education students (Intermediate/Secondary)			June 23, 2014, Monday	Examinations begin, Intersession Semester Break begins, 14-week Spring semester
October 14, 2013, Monday	Thanksgiving Day. No lectures. Fall semester break begins at St. John's and Grenfell Campuses		Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to receive a 25% refund of continuance fees, Winter semester	June 25, 2014, Wednesday	Examinations end, Intersession
October 16, 2013, Wednesday	Lectures resume at St. John's and Grenfell Campuses. Lectures will follow the Monday schedule on this day only			June 26, 2014, Thursday	Lectures resume, 14-week Spring semester Lectures will follow the Tuesday schedule on this only
		March 28, 2014, Friday	Sessions end for Spring break for Medical students (classes of 2016 and 2017)		
October 17 to 22, 2013, Thursday to Tuesday	MUNdays: Join in this annual festival of events at both Grenfell and St. John's campuses - celebrating creativity, diversity, service and leadership at Memorial University of Newfoundland	April 2, 2014, Wednesday	Winter internship ends for Education students (Intermediate/Secondary)	June 27, 2014, Friday	Sessions end for Medical students (classes of 2016 and 2017) Final date for submission of Master's and Doctoral Theses and Reports for examination, by candidates who expect to receive their degree at the Fall Convocation
		April 4, 2014, Friday	Lectures end, Winter semester		

Date	Event	Date	Event	Date	Event
October 23, 2013, Wednesday	Last day for undergraduate students and graduate students to drop courses without academic prejudice, Fall semester Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to receive a 50% refund of continuance fees, Fall semester	April 7, 2014, Monday	Sessions begin for Medical students (classes of 2016 and 2017)		2014. Theses and Reports received after this date will be processed as time and resources permit
		April 8, 2014, Tuesday	Regular meeting of the Senate	June 30, 2014, Monday	Lectures begin for Summer session Final date for Undergraduate and Graduate Students to drop courses without academic prejudice, 14-week Spring semester Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to receive a 50% refund of continuance fees, Spring semester Academic year ends for Residents
		April 9, 2014, Wednesday	Examinations begin, Winter semester Final date for submission of Work Reports by Co-operative Education students		
October 25, 2013, Friday	Annual Fall Convocation, St. John's	April 11, 2014, Friday	Registration begins for graduate students, Spring semester (14-week courses, Intersession and Summer Session) 2014 Winter internship ends for Education students (Primary/Elementary, Music Education, Native and Northern)		
November 4, 2013, Monday	Registration begins for eligible students registering in undergraduate courses, Winter semester 2014				
November 8, 2013, Friday	Ceremony of Remembrance, St. John's: Join the University community to commemorate the people of the Province who fought and died in the First and Second World Wars, and for whom this University is a living memorial	April 17, 2014, Thursday	Sessions end for Clerkship Medical students (class of 2014)	July 1, 2014, Tuesday	Memorial Day holiday. No lectures
		April 18, 2014, Friday	Good Friday. No classes or examinations	July 7, 2014, Monday	End of Regular Registration Period and last day for Undergraduate and Graduate Students to add courses, Summer Session Last day for Undergraduate students to drop course and receive a 100% refund of tuition fees, Summer session
November 11, 2013, Monday	Remembrance Day holiday. No lectures	April 19, 2014, Saturday	Examinations end, Winter semester		
November 12, 2013, Tuesday	Regular meeting of the Senate Mid-term break for Medical students (classes of 2016 and 2017)	April 25, 2014, Friday	Winter Work Term ends for Co-operative Education students		
November 13, 2013, Wednesday	Lectures resume for Medical students (classes of 2016 and 2017)			July 10, 2014, Thursday	Last day for undergraduate students

Date	Event			Date	Event
November 20, 2013, Wednesday	Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to receive a 25% refund of continuance fees, Fall semester				to drop courses and receive a 50% refund of tuition fees, Summer Session
November 29, 2013, Friday	Registration begins for graduate students, Winter semester 2014			July 14, 2013, Monday	Last day for Undergraduate students to drop courses and receive a 25% refund of tuition fees, Summer session. No tuition fees will be refunded for Summer session courses dropped after this date
December 4, 2013, Wednesday	Lectures end, Fall semester				
December 9, 2013, Monday	Examinations begin, Fall semester Final date for submission of Work Reports by Co-operative Education students			July 15, 2014, Tuesday	Final date for filing, with the Registrar, applications for Degrees and Diplomas for the Fall Convocation 2014. Applications received after this date will be processed as time and resources permit
December 10, 2013, Tuesday	Regular meeting of the Senate				
December 11, 2013, Wednesday	Fall internship ends for Education students (Primary/Elementary, Music Education, Native and Northern)			July 24, 2014, Thursday	Final date for undergraduate and graduate students to drop courses without academic prejudice, Summer session
December 18, 2013, Wednesday	Examinations end, Fall semester Fall Work Term ends for Co-operative Education students			July 28, 2014, Monday	Final date for Departments to submit Recommendation for Award of Degree in order for graduate students to receive a 25% refund of continuance fees, Spring semester
December 20, 2013, Friday	Sessions end for all Medical Students			August 8, 2014, Friday	Lectures end, 14-week Spring semester,

		including for Engineering academic term students
	August 9, 2014, Saturday	Lectures end, Summer session. Lectures will follow the Tuesday schedule on this day only.
	August 11, 2014, Monday	Examinations begin, 14-week Spring semester and Summer session Final date for submission of Work Reports by Co-operative Education students
	August 13, 2014, Wednesday	Examinations end, Summer session
	August 16, 2014, Saturday	Examinations end, 14-week Spring semester
	August 22, 2014, Friday	Spring Work Term ends for Co-operative Education students

Appendix C   Business Continuity Plan - Harlow Campus

This chart was prepared by the general manager and manager of finance in consultation with the Office of Emergency Management. Harlow personnel feel they would still require most of their day to day services as a business continuity stratefy and maintain all of her personnel as essential employees because of their size.
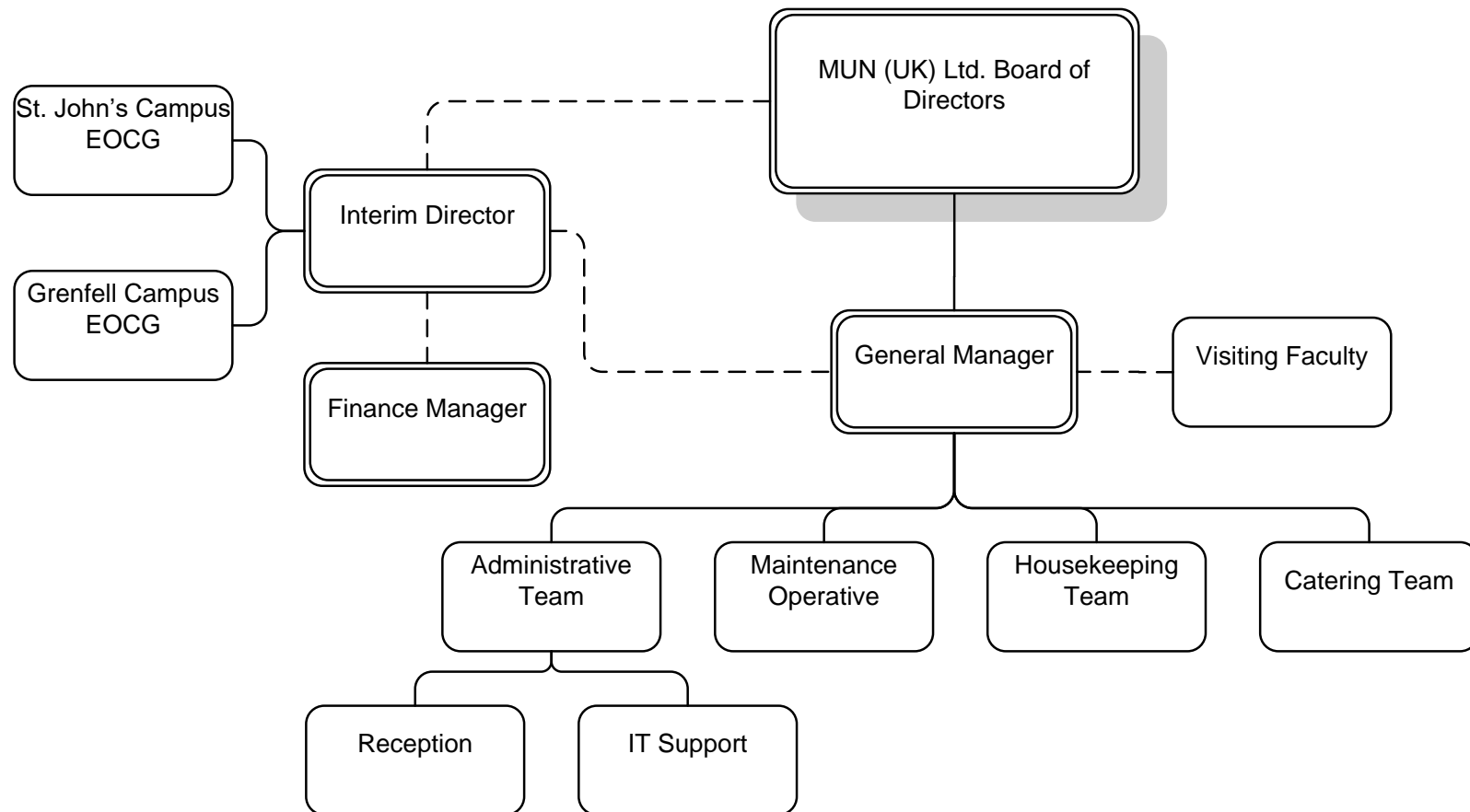
Primary Functions	**Essential Functions** (dependent upon nature and scope of threat)
General Manager	**General Manager**
Human Resources • HR appraisals, training, position development, management of staff leave, position/policy development	Human Resources • Management of staff leave
Students • Welcome students, partner with student proctors, communicate UK immigration law, facilitate placement of education interns	Students • Partner with student proctors
Customer Service	Customer Service- Nil
Facilities • Building equipment and grounds maintenance, inventory control	Facilities • Building equipment and grounds maintenance, inventory control
Accommodations • Reservation management	Accommodations • Reservations management
Safety • Fire, health, safety, risk assessments, safety training management, security maintenance, safety officer	Safety • Safety officer
Finance • Budget control, budget development, expenditure authorization including petty cash	Finance • Budget control, expenditure authorization including petty cash
Conference, Functions and Events	Conference, Functions and Events – Nil
Marketing Harlow	Marketing Harlow – Nil
Finance Manager	**Finance Manager**
Finance • Maintain computerized financial system, establish financial controls, record financial transactions, reconciliations, oversee purchasing of	Finance • Maintain computerized financial system, record financial transactions, oversee purchasing of goods and services, fulfill accounting statutory

goods and services, revenue management, petty cash, banking management, VAT management, financial reporting, budget preparation, audit preparation, fulfill accounting statutory requirements (HMRC), expenditure authorization including petty cash	requirements (HMRC), expenditure authorization including petty cash
Payroll • Maintain payroll	Payroll • Maintain payroll
Systems Administrator Network Management • Maintain servers, maintain computers, technical support, monitor computer traffic, maintain printers, IT inventory management, maintain firewall Phone System • Maintain phone system Websites • Update websites CCTV • Monitor CCTV system, maintain CCTV Memorial University • Liaise with C&C Contractors • IT contract management Suppliers/Contracts • Purchasing Resources Room • Maintenance of equipment in room IT Support • Password assignment, IT support and laptop configuration	**Systems Administrator** Network Management • Maintain servers, maintain firewall Phone System • Maintain phone system Websites • Nil CCTV • maintain CCTV Memorial University • Liaise with C&C Contractors • IT contract management Suppliers/Contracts • Purchasing Resources Room • Nil IT Support • Password assignment, IT support and laptop configuration
Single Handed Chef/Cook • Meal planning, purchasing, food preparation, food service, catering, kitchen maintenance	**Single Handed Chef/Cook** • purchasing, food preparation, food service
Assistant Caterer	**Assistant Caterer**

• Food preparation, food service, kitchen/dining room maintenance, catering when required	• Food preparation, food service, kitchen/dining room maintenance, catering when required
Receptionist/Admin Assistant	**Receptionist/Admin Assistant**
Guests & Visitors • Meet and greet guests and visitors, set up telephone accounts, collect fees, arrange porterage, petty cash management	Guests & Visitors • set up telephone accounts, collect fees, arrange porterage, petty cash management
Telephones • Answer and direct calls, take messages	Telephones • Answer and direct calls, take messages
Hotel and Travel Arrangements • Arrange external accommodations and travel as necessary	Hotel and Travel Arrangements • Arrange external accommodations and travel as necessary
Information Service • Provide tourist and local information to guests, update tourist and local info documents	Information Service • Nil
Post and Deliveries • Send and receive mail, receive deliveries	Post and Deliveries • Send and receive mail, receive deliveries
Email, general correspondence & general information • Communication management	Email, general correspondence & general information • Nil
Stationary and Merchandise • Maintain inventory	Stationary and Merchandise • Nil
Administration	Administration - Nil
Receptionist (part time)	**Receptionist (part time)**
Guests & Visitors • Meet and greet guests and visitors, set up telephone accounts, arrange porterage, petty cash management	Guests & Visitors • set up telephone accounts, arrange porterage, petty cash management
Telephones • Answer and direct calls, take messages	Telephones • Answer and direct calls, take messages
Information Service • Provide tourist and local information to guests, update tourist and local info documents	Information Service • Nil
Post and Deliveries	Post and Deliveries

• Send and receive mail, receive deliveries Email, general correspondence & general information • Communication management Merchandise • Maintain inventory Library • Maintain library **Maintenance Operative** • Damage assessment • External maintenance (gardens, pathways, etc), internal maintenance, project planning, contract negotiation and management **Housekeeping Team Leader** • Supervision and management of housekeeping team members, daily executive and deep cleaning when required, housekeeping inventory management, budget management, contract management **Housekeeping Team** • Daily, executive and deep cleaning duties, and cleaning of properties at tenant changeover	• Send and receive mail, receive deliveries Email, general correspondence & general information • Nil Merchandise • Nil Library • Nil **Maintenance Operative** • Damanage assessment • project planning, contract negotiation and management **Housekeeping Team Leader** • Supervision and management of housekeeping team members, daily executive and deep cleaning when required, housekeeping inventory management, budget management, contract management **Housekeeping Team** • Daily, executive and deep cleaning duties and cleaning of properties at tenant changeover

Business Continuity Organizational Chart

Appendix D   Hazard Analysis

Adopted from:

Canadian Centre for Emergency Preparedness

&

Government of Newfoundland and Labrador

Hazard Analysis

	Threat	Applicable? Yes/No	1=Low 3=Med 5=High			Rating	Plans Required	
			Probability	Vulnerability	Impact		Emeg	BCP
Agriculture and Food Emergencies	Pest Infestation	Yes	2	1	2	4		X
	Contaminated Food	Yes	3	1	3	9		X
Weather	Extreme Heat	No				0		
	Extreme Cold	No				0		
	Fog	No				0		
	Hailstorms	No				0		
	Hurricanes/Tropical Storms	No				0		
	Severe Weather	Yes	3	1	3	9	X	X
	Lightning Storms	Yes	1	2	3	6	X	X
Forest Emergencies	Forest Fire (wildfire) - Smoke Inhalation	No				0		
	Severe Pest Infestation	No				0		
Geological Hazards	Landslides	No				0		
	Tsunami	No				0		
Human Health Emergencies and Epidemics	Pandemic	Yes	1	1	4	4	X	X
	Communicable Disease (non-pandemic)	Yes	1	1	4	4	X	X

Category	Hazard							
Hydrological Hazards	Flooding	No				0		
	Water Quality Emergencies	Yes	1	1	3	3		X
	Drought/Low Water	No				0		
	Erosion	No				0		
Critical Infrastructure Failure/Loss	Building/Structural	Yes	5	5	5	125	X	X
	Bridges/Roads	No				0		
	Dams	No				0		
	Hydroelectricity Systems (Major Power Outage)	Yes	3	4	3	36	X	X
	Telecommunications Systems	Yes	1	1	1	1	X	X
	IM/IT Equipment Systems	Yes	2	4	3	24	X	X
	Office Equipment	No				0		
	Sewage Backup	Yes	2	3	2	12	X	X
	Transportation Systems	No				0		
Technological Hazards	Energy Emergencies	No				0		
	Explosions/Fires	Yes	3	2	5	30	X	X
	Hazardous Materials - Fixed site	Yes	1	1	1	1	X	X
	Hazardous Materials - Transportation	No				0		
	Mine Emergencies	No				0		
	Nuclear Facility Emergencies	No				0		
	Radiological Emergencies	No				0		
	Airplane Crash	Yes	1	1	5	5	X	X
	Space Object Crash	No				0		
	Civil Disorders	No				0		

	Sabotage	No				0		
	Special Events	No				0		
	Terrorism	No				0		
	War/International Emergencies	No				0		
	Theft	Yes	2	1	2	4		X
	Vandalism	Yes	2	1	1	2		X
Human-Caused Hazards	Unauthorized Access	Yes	2	1	2	4	X	X
	Hacking	Yes	1	1	1	1	X	X
	Computer Virus	Yes	4	3	4	48	X	X
	Data Corruption	Yes	1	2	1	2	X	X
	Threat to Safety	Yes	2	3	4	24	X	X
	Security Infraction/Breach of Confidentiality	Yes	1	1	4	4		X
	Labour Disruption	No				0		

Appendix E   Emergency Operations Centre – Not for Distribution

Appendix F   Specific NL Campus ICS Position Descriptions – Not for Distribution

Appendix G   Plan Revision Request Form – Not for Distribution

Appendix H   Plan Revision List Form – Not for Distribution

Appendix I   Plan Distribution List Form – Not for Distribution

Appendix J   Emergency Communications Plan – Not for Distribution

Appendix K   Emergency Housing Plan – Not for Distribution

Appendix L   Threat Specific Funtional Sub-Plans

L.1   Active Intruder Protocol

<u>**Prevention**</u>

Watch out
The safety and security of Memorial University is a community responsibility. While Memorial has specialized departments dedicated to campus safety and security, everyone has a responsibility to be aware of their surroundings and to take notice and report anything they believe may be a safety or security concern. Memorial's dedicated departments will assess each concern and follow the standardized procedures.[1]

Report Suspicious Activity
Students, faculty and staff are most familiar with their day to day learning and working environments. If something or someone looks suspicious, it may be worthwhile to file a report or bring the matter to the attention of Campus Enforcement and Patrol (CEP). CEP provides continuous 24 hour patrol coverage on our campus. Please report any suspicious activity to CEP at 864-8561 (St. John's Campus) or 637-6210 (Grenfell Campus). CEP will dispatch an officer to check on the activity.

Report Disruptive/Threatening Behaviour
There are many reasons why people become troubled. Stress brought on by personal issues or issues dealing with everyday life can cause people to act differently. They may need help. The help they need may be a simple chat or inquiry to see if everything is alright. Others may need some advice or direction. In some cases, the issue may be more involved and require professional assistance.

If you see a sudden change in someone's behaviour and they appear troubled, you should inform an appropriate Memorial contact. This contact may include a Professor, Dean, Director, Manager, Supervisor, or a specific University Department such as Student Affairs and Services, Health and Safety or CEP. By taking this action you are initiating a process whereby the person who is troubled receives help.

Watch out. Be mindful of your surroundings and report suspicious activity and /or behaviour.

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[1] Please see the Assessment and Care Protocol for Disturbing, Threatening and Violent Behavior

Response Procedures: Active Intruder Threat

An active intruder threat involves a situation where an individual or individuals come on campus with the intention to cause serious harm to others. The intruder(s)' usual intention is to continue until stopped by police and/or suicide.

Many of these incidences are often over in a very short period of time—ten to fifteen minutes. You need to assess your situation and take responsibility for your personal safety and security. Try to stay calm. Trust your instincts, and use care when making decisions. It is important to understand that any action taken or not taken during an active shooter incident may involve life-threatening risk.

Incidents occurring inside buildings

If a firearm is involved, obviously the first warning may be observation of the active intruder(s). The intruder(s) may have one or a combination of weapons and/ or explosives. You may also be alerted by shots fired, or the sounds of people in distress.

- **Figure Out**
  If you hear shots fired or a commotion that leads you to suspect danger is near, trust your instincts. Investigate, where safe to do so, and try and determine what is happening around you and if you are in danger, but do not put yourself at risk.

- *Get Out*
  In the event that you witness a person(s) with weapons and /or a situation where it appears that danger is imminent, you must first consider your own safety. Determine if you can leave the area safely. If you have not been detected, and you have an escape route, your best option may be to leave. Move as quickly and quietly as possible to a safe area. Call 999.

  If you are not able to leave safely, you may have to seek shelter.

- **Hide Out**
  The purpose of sheltering yourself is to protect you and others from the intruder.

  If you cannot leave safely, you must seek shelter from an active intruder.
  1. Immediately move to the nearest room you feel is safe with as many people as possible.
  2. Lock and/or barricade the door. Block the door with desks, chairs, etc. to make it very difficult for the intruder to enter and cause you harm.
  3. Turn off lights and/ or maintain minimal lighting.
  4. Close/lock and stay away from all windows and blinds.
  5. Lie flat on the floor or take adequate cover out of sight.
  6. After contacting Police, turn off or silence your cell phone.
  7. Remain calm and quiet and do not attempt to leave.
  8. Comfort others who may be panicking and assist injured if necessary.
  9. Consider making a plan in case the intruder gains access to the room.
  10. Do not attempt to leave until police arrive and tell you it is safe.

> 11. When police do arrive, show your hands slowly. Do not run towards them. Wait for police to approach you and follow their instructions.

- **Get the Word Out**
  Report what is happening: Immediately call 999 and report the incident. It is important to give as much detail as possible about the situation and the intruder(s), such as physical description, type(s) of weapon(s) involved, and the location of the incident. The operator may ask you to stay on the line. Once finished with 999, call Harlow Campus administration. Explain your situation, location and then silence your phone.

- **Wait Out**
  Wait for police to arrive. Do not enter hallways, stairwells, etc until instructed to do so. Upon arrival of the police, obey their instructions. Do not make any quick movements, wait for their instructions. Slowly show your hands. The police do not know you and they have to be satisfied that you are not a threat to them. They may hand cuff you, search you or ask you to remain still. These are routine measures until they believe they have the situation under control.

Mass Notification
Upon notice of an active intruder(s) on campus, the University will attempt to notify students, faculty and staff through various means of communication and provide them with notice of what is happening and where it is happening and what action to take to preserve their own personal safety. The notification may inform the community that police are on route or are already on site. It may also advise you to secure your area and/or hide out.

Police Response
The police will be the primary responder to an active intruder incident. They may control entry and exit and movement within a facility to allow them to better respond to the situation. Once police have contained a situation, they may determine that it is safe and necessary to evacuate the building. If instructed to evacuate a building follow these instructions:
1. A designated person will lead the evacuation in orderly fashion taking a specific safe route away from the danger area. Police may also be involved in this process.
2. Where possible, assist those requiring assistance.
3. Do not interfere with any physical evidence.
4. Move orderly and quickly to designated assembly points. You may have to provide your contact information to the police personnel and/or be interviewed. What you know may be of critical importance to the police.

<u>Incidents occurring outside of buildings</u>

- **Figure Out**

  If you hear shots fired or a commotion that leads you to suspect danger is near, trust your instincts. Investigate, where safe to do so, and try and determine what is happening around you and if you are in danger, but do not put yourself at risk.

  1. Move quickly to a safe place where you can take cover and/or seek protection.
  2. Use whatever cover is available to protect you (vehicles, trees, etc.)
  3. Run, walk quickly, or crawl to safety. Try to put as much distance as you possibly can between you and the shooter.
  4. Once you feel you are not in immediate danger, report what is happening by calling 999. It is important to give as much detail as possible about the situation and the intruder(s) such as physical description, type(s) of weapon(s) involved, and the location of the incident. The operator may ask you to stay on the line. Once finished with 999, call the Harlow Campus administration. Explain your situation, location and then silence your phone.

<u>Lead department:</u> Campus Enforcement and Patrol
<u>Related documents:</u> Assessment and Care Protocol for Disturbing, Threatening and Violent Behavior
<u>Last revised:</u> December 8, 2011

L.2   Hazardous Materials - Chemical Accident

If any hazardous material is spilled or is leaking, take prompt action to prevent further release or harm to persons in the area. **If you have any doubts about your safety or that of others in the area of a spill or leak, evacuate immediately and sound the building alarm.**
Employees must be familiar with Material Safety Data Sheets (MSDS) prior to working with any hazardous materials and the MSDS must be easily accessible in the case of an emergency.

<u>CHEMICAL SPILLS</u>

Includes chemicals such as flammables, corrosives, oxidizers, toxics, cryogenics etc.

<u>Section 1:</u>

If you feel you can respond to the spill yourself consider the following:
- Do you have the appropriate spill kit for the chemical?
- Do you understand the potential hazards involved?
- Are you familiar with the MSDS?
- Do you have appropriate personal protective equipment?

If you answered yes to all the above questions you can then continue the clean-up. If you answered no to one of the above questions please proceed to section 2.
- Stop the source of the leak if possible or contain the spill
- If spilled material is combustible, remove sources of ignition
- Begin clean-up; using the appropriate chemical spill kit
- Call Campus Enforcement Patrol (CEP) 864-4100, giving your name and the nature and location of the spill
- CEP will notify the Department of Health &Safety at 864-3659,
- Use a scoop or dustpan to pick up the used absorbent and place it in an appropriate container.
- Label the container. Complete the hazardous waste form from http://www.mun.ca/health_safety/hazardous/Hazardous_Materials.php and submit it to Department of Health &Safety for disposal
- Complete an incident report form and submit it to DH&S from http://www.mun.ca/health_safety/accidents/accincid.pdf

<u>Section 2:</u>

- Evacuate the area, closing the door behind you
- Sound the building alarm to warn the occupants (fire alarm pull station) and leave the building
- Move **100 meters** from the building to the nearest assembly point and meet the Fire Department and Campus Enforcement Patrol to provide information on the nature of the emergency
- Re-enter the building only when Campus Enforcement Patrol Authorizes to do so

- Complete an incident report form and submit it to the Department of Health &Safety from http://www.mun.ca/health_safety/accidents/accincid.pdf

GAS LEAKS

Includes leaks of flammable, combustible, corrosive or toxic gases, oxygen and spills of cryogenic liquids.

- Attempt to find and stop the source of the leak by turning off values or containment
- If the odor becomes strong or if you begin coughing, wheezing, or have watery eyes, leave the area immediately and activate the fire alarm system (fire alarm pull station) to evacuate the building
- Call Campus Enforcement Patrol at 864-4100 giving your name and the nature and location of the leak.
- CEP will notify the Department of Health &Safety at 864-3659
- Move **100 meters** away from the building to the nearest assembly point and meet the Fire Department and Campus Enforcement Patrol to provide information on the nature of the emergency
- Re-enter the building only when Campus Enforcement Patrol Authorizes to do so
- Complete an incident report form and submit it to the Department of Health &Safety from http://www.mun.ca/health_safety/accidents/accincid.pdf

Lead department: Health and Safety
Related documents: Hazardous Materials Waste Request Form, Department of Health and Safety Accident/Incident Report Form
Last revised: February 15, 2011

Hazardous Material Release Response Plan
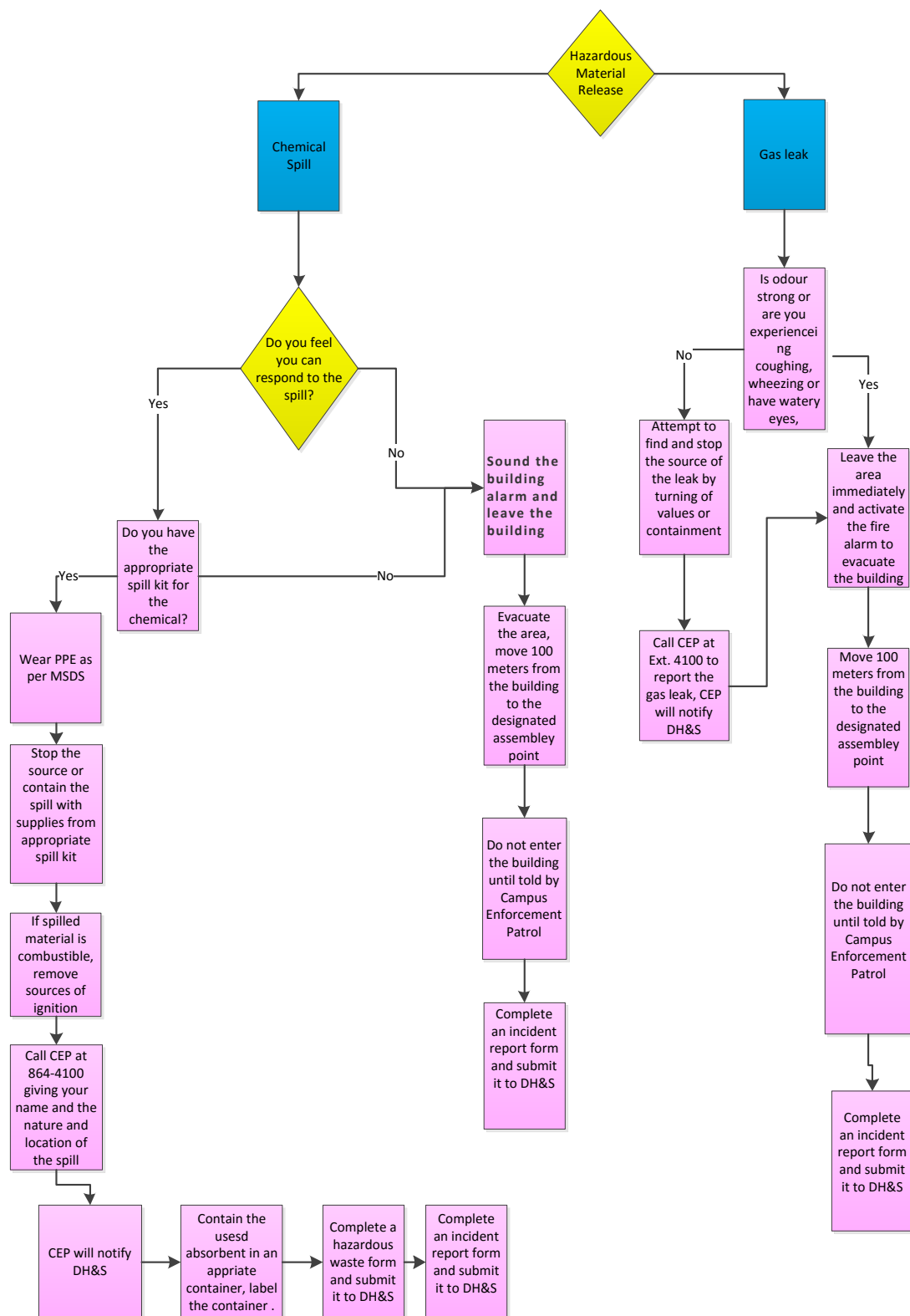
L.3   Communicable Disease (non-pandemic/pandemic)

Introduction
An operational plan for the communicable diseases, including pandemics, has been prepared by the Office of Emergency Management for use by Memorial University staff and/or faculty. This operational plan has been developed based on research and experiential learning gained from our preparedness and response to the H1N1 influenza pandemic during the fall of 2009. The document includes strategies which cross over all four pillars of emergency management – preparedness, prevention/mitigation, response, and recovery.

The nature, scope, anticipated severity of impact and whether or not the disease is isolated to one campus or will be considered to be pan-university, will determine the implementation of an operational plan which is maintained by the Office of Emergency Management. Specific procedures or protocols will be implemented all or in part by a coordinating committee. This committee will be under the auspices of the Emergency Management Steering Committee and/or senior university personnel at the VP/managerial level and chaired by the Co-ordinater of Emergency Management.

The composition of this committee will include applicable academic and administrative personnel. All implementation decisions will be guided by our Emergency Management Communications Plan in collaboration with our Marketing and Communications personnel.

Definition
Communicable disease is defined by Memorial University as an infectious disease that is spread from person to person through casual contact or respiratory droplet to include, but is not restricted to the following:

- Influenza
- Chickenpox
- Norovirus
- Measles

- Meningitis
- Tuberculosis
- Mononucleosis
- West Nile Virus

A communicable disease may be transmitted directly from one body to another without the aid of other objects, e.g. kissing, droplet spray from sneezing, coughing, spitting, singing or talking. It may be transmitted directly when an object transmits the organism. Objects of transmission may be clothing, linen, utensils, food, water, milk, air, soil, or insects.

Communication
The university endorses a 3 C Campaign (Clean, Cover and Contain) to help prevent the spread of communicable diseases. Please see the sample posters below.

Lead Department: Office of Emergency Management
Related Documents: Communicable Disease Operational Plan November 30, 2011; H1N1 Debriefing Summary Report March 4, 2010; H1N1 Influenza Pandemic Plan August 15, 2011.
Last revised: December 8, 2011

Protect yourself and others from influenza. Remember to…

Clean, Cover & Contain

Clean
your hands

Cover
your coughs and sneezes with a tissue or the crook of your arm

Contain
your illness -
stay home and rest

Newfoundland Labrador
www.gov.nl.ca/health

Newfoundland & Labrador
HealthLine   1•888•709•2929

Influenza

3 Steps to Staying Healthy

Stay healthy and stop the spread of **infectious diseases** by practising these three basic routines.

✔ WASH UP

Nothing beats good old-fashioned hand washing. Use water and lots of soap all over your hands. Keep washing for 20 seconds, being careful not to wash away the lather. Rinse your hands well with water and dry hands thoroughly with a clean towel.

Wash your hands often, especially after coughing and sneezing, before and after eating and after using the bathroom.

Alcohol-based hand gel is a convenient alternative when soap is not available.

✔ COVER UP

When you cough or sneeze, use a tissue or raise your arm up to your face and aim for your sleeve. **If you're really sick and have a fever, stay home!**

✔ CLEAN UP

Throw away used tissues as soon as possible. Keep surface areas – like doorknobs, light switches, telephones and keyboards – free of germs by cleaning and disinfecting often.

Tell your family and friends to follow these steps too. If you have kids, teach them how to wash up, cover up and clean up just like you!

For more information, visit **www.influenza.gc.ca** or call toll-free **1 800 454-8302**

L.5 Fire Safety Evacuation Plan/Explosions

St. John's Campus Fire Safety Evacuation Plan
    Evacuation Procedures

If You Discover Fire, See Smoke Or Smell Gas:
1. Sound alarm to warn occupants; (Fire alarm pull station)
2. Evacuate IMMEDIATELY using the nearest safe exit and proceed outside and clear the building to a minimum distance of 100 m (300 feet) to the nearest assembly point (insert assembly point). DO NOT USE ELEVATORS FOR EVACUATION PURPOSES;
3. If trained to do so, fight fire using a fire extinguisher only if small and not between you and an exit; and
4. Call emergency services 999.

If The Fire Alarm Sounds:
1. Stop all work and remain calm;
2. Evacuate IMMEDIATELY using the nearest safe exit and proceed outside and clear the building to a minimum distance of 100 m (300 feet) to the nearest assembly point (insert assembly point). DO NOT USE ELEVATORS FOR EVACUATION PURPOSES;
3. Do not try to remove any vehicle from the parking lot/garage;
4. Obey all instructions of the Fire Wardens and emergency responders;
5. Comply with Fire Department orders; and
6. Return to the building only when authorized to do so.

Some common fire hazards are:
- Electrical systems that are overloaded, resulting in hot wiring or connections, or failed components
- Combustible storage areas with insufficient protection
- Combustibles near equipment that generates heat, flame, or sparks
- Smoking
- Equipment that generates heat and utilizes combustible materials
- Cooking appliances - stoves, ovens
- Heating appliances - furnaces, boilers, portable heaters
- Electrical wiring in poor condition
- Batteries
- Personal ignition sources - matches, lighters
- Electronic and electrical equipment
- Storage and handling of flammable liquids, solids, gases
- General storage (blocking aisles, means of egress, etc)

General Fire Safety Guidelines and Policies

Smoking Policy

- Memorial University has a smoking policy that can be accessed at http://www.mun.ca/policy/status/Smoking.php
- Only designated smoking areas are to be used
- The Smoking Policy shall be respected

Extension Cords

- Personal extensions cords are not to be used
- Request and approval for extension cords must be obtained from Facilities Management
- Only CSA approved extension cords are to be used
- Never join extension cords
- Use only one device per cord
- Visually inspect all cords and do not use any which are frayed or worn
- Do not conceal cords, under rugs, etc
- Extension cords are only for short term, temporary use, not permanent wiring

Electrical Equipment

- Report any abnormalities with equipment to the electrical department such as overheating, etc.
- Turn off equipment when not in use
- Electrical equipment shall be CSA listed and labeled
- All equipment should be turned off when office is unoccupied
- Ensure that plugged in equipment has ample space between the equipment plug and wall outlet

Storage

- Storage should never clutter or restrict a means of egress
- A minimum of 18" clearance shall be maintained around all sprinkler heads, for effective operation
- Never mix classification of storage such as flammable liquids with paper products
- Use only designated storage areas
- Electrical/mechanical/furnace rooms shall not be used for the purpose of storage of any kind
- Maintain a safe clearance from heat producing equipment[e.g.. Combustible materials, light fixtures, heat appliances]
- Flammable liquids and gases shall not be stored inside the building except in designated areas in approved containers and within the guidelines of part 4 of the National Fire Code of Canada
- Good housekeeping should be maintained in all electrical/mechanical/furnace rooms and storage areas
- Greasy, oily rags and paper should be stored in noncombustible containers

General Safety

- Interior office decorations, particularly during Christmas time, shall be flame retardant, and all electrical decorations and devices shall be CSA approved

- Tampering with any fire protection and/or emergency equipment is strictly prohibited.
- Fire/smoke barrier doors shall not be wedged open for purposes of ventilation or communication
- Occasional static displays for exhibition purposes shall not obstruct or impede the safe evacuation of personnel in the event of an emergency
- Do not attach anything to the building life safety equipment [i.e. Sprinkler heads, Fire Alarm Pull Stations, Extinguishers, etc,]

Lead department: Health and Safety
Related documents: Fire Safety Evacuation Plan Building Template
Last revised: December 2, 2011

Harlow Campus Fire Safety Evacuation Plan

<u>Fire and Emergency Evacuation Procedures - Harlow Campus</u>
Emergency evacuation plans are located in strategic locations around Campus. Members of the Campus community should become familiar with these plans as well as the location of fire alarm stations, emergency exits, and fire extinguishers in their area. In the event that a building needs to be evacuated for any reason, a fire alarm will be activated.

<u>If You Discover Smoke or Fire</u>
1. Raise the alarm by pressing the nearest fire alarm button.

2. Contact the Emergency Services by dialling **9-999**.

3. Attempt to extinguish the fire, only if you have been trained and it is safe to do so.

4. If the fire cannot be extinguished, vacate the fire area. If time permits, close windows. Close doors upon leaving.

5. Evacuate the building via the nearest safe exit. Persons with a disability will be assisted by Campus staff, security or a nominated person. If you are in a wheelchair or scooter and the nearest exit is not wheelchair accessible, or if you cannot otherwise exit the building, go to the nearest corridor with fire doors both ends. Corridors with fire doors are designed to be fire rated and can be used as areas of refuge in the event of fire.
   - Stair lifts are not to be used as a means of exit during a fire emergency.

6. Once outside, stay clear of the building. Do not re-enter the building until authorised to do so by the Fire Services personnel or Campus staff. Go directly to the assembly point, which is in the ARC (St John's Art & Recreation Centre) car park.

7. Inform Campus staff or telephone **07847 795896** if out of office hours.

<u>On Hearing the Alarm</u>
1. If a fire alarm has been activated, make your way to the nearest exit and leave the building.
   - Visiting faculty will ensure all students are out of the classrooms before leaving. If time permits, close windows. Close doors upon leaving.

2. Continue to move out of the building in an orderly manner even if the alarm stops sounding. Never return for personal items left behind.

3. Once outside, stay clear of the building. Do not re-enter the building until authorised to do so by the Fire Services personnel or Campus staff. Go directly to the assembly point, which is in the ARC (St John's Art & Recreation Centre) car park.

4. Inform Campus staff or telephone **07847 795896** if out of office hours

L.6   IM/IT Equipment Failure

IM/IT equipment systems failures can include, but are not limited to, the following critical systems and hardware:
- Telephone systems
- Network failure
- Campus computers (common areas)
- Campus printers

If you experience issues with any of the above systems or other IM/IT equipment please contact Systems Administrator at jon.deal@mun.ca, or telephone ext 204 from a campus phone. The reception desk is the first point of contact for all residents of Harlow Campus with computing problems or queries.

Lead department: Harlow Campus
Related documents: Nil
Last revised: 11 September 2013

L.7   Labour Disruption – Not for Distribution

L.8   Computer Security

Computer security issues can arise from a number of different sources, these can include, but are not limited to, the following:

- Malware
- Hacking
- Phishing
- Virus
- Identity theft
- Data theft

If you experience issues with any of the above listed sources or other related problems please contact Systems Administrator at jon.deal@mun.ca, or telephone ext 204 from a campus phone. The reception desk is the first point of contact for all residents of Harlow Campus with computing problems or queries.

To minimise the security risk to users and to help minimise risk of infection from personal laptops onto Harlow's server; all Memorial students and staff are required to have their laptops certified by C&C before they arrive at Harlow.

Lead department: Harlow Campus
Related documents: Nil
Last revised: 11 September 2013

L.9   Power Outage

<u>Introduction</u>

Power outages may occur for brief periods of time and are mainly due to faults on high voltage systems that take power from main substations to local substations,

In the event of a power outage, the emergency lights in the corridors, stairwells and around campus will provide minimal lighting, lasting on average 3 hours. It has been designed so building occupants can evacuate safely if the need arises.

Procedures
- Remain calm.
- Report the power failure to Harlow Campus staff (dial 0 from a room phone for reception, or dial 07847 795896 outside of office hours)
- If you are working in an area where you suspect a gas leak or that flooding caused the power outage, cease all operations immediately and pull the fire alarm to initiate a building evacuation.
- If you are advised by emergency personnel or if the fire alarm is activated, please evacuate to your nearest assembly point and await further instructions from emergency personnel.
- Do not reenter the building unless advised to do so by emergency personnel.
- If in a dark workspace, determine whether or not you can move cautiously to a lighted area. If you are not able to do so, stay where you are. A search of the building will be conducted and you will be assisted to ensure a safe evacuation.
- If in a residence, await instructions from campus staff.
- Assist others if necessary.

Remember
- Fire wardens have been appointed in all buildings on campus.
- If its determined that the power outage will last for an extended period of time, an announcement may be made regarding closure/rehousing.
- Place an uninterrupted power supply on all electronic devices or unplug all electrical equipment to avoid a power surge upon restoration.

<u>Lead department:</u> Harlow Campus
<u>Related documents:</u> Nil
<u>Last revised:</u> September 11, 2013

Appendix M   Related Documents – Not for Distribution

Emergency Management Policy

Business Continuity Plan – Harlow Campus

Records Management Policy

Students Travelling Outside Canada Procedure (under development)

Predeparture Checklist for International Travel

Assessment Care Protocol for dealing with Disturbing, Threatening or Violent Behaviour (under implementation)

Communicable Disease Operational Plan

Severe Weather Operational Plan

Procedure for Using Purchase Orders

Fire Safety and Evacuation Plan

Training/Education Plan

Civil Contingencies Act 2004 – UK Legislation

Harlow Council Emergency Response Procedures

Student Recruitment – Recruiter Checklist for Travel

Student Recruitment – Employee Emergency Contact Information Form

Student Recruitment - Emergency Response Guidelines for Recruitment Personnel

Others to be determined