Manchester
Metropolitan
University

Services

Security and Business Continuity

Incident Response and Crisis Management

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1.   Incident Response and Crisis Management

Manchester Metropolitan University utilises a centralised Incident Response and Crisis Management approach, which encompasses a pool of resources and skilled personnel.

Where an incident reaches the crisis threshold this enables the formation and tasking of separate Incident Response and Crisis Management teams, supported where appropriate by Business Continuity and Disaster Recovery (ISDS) teams, according to the nature of the crisis and its scale, duration and impact.
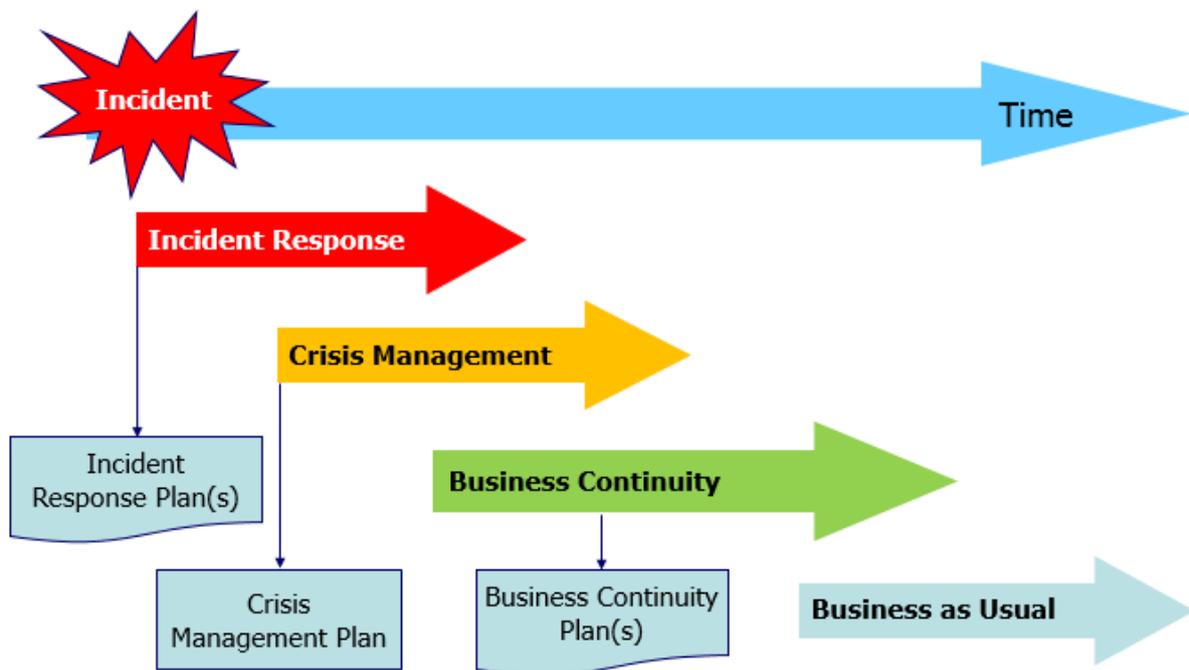
Incident Response will focus on the initial response to an emergency to prevent loss of life and minimise injury and property damage.

Crisis Management will focus on the overall coordination of the response to a crisis, with the goal of avoiding or minimising damage to the university's reputation and ability to operate.

Business Continuity will focus on the capability of the university to resume urgent or priority activities at acceptable pre-defined levels following the disruptive incident.

Note: There will be some crossover, however the three response streams have different priorities and require different resources.

2.   What is a Crisis?

Manchester Metropolitan University adheres to the definition of a crisis provided by ISO 22300:2012 which defines a crisis as:

"A situation with a high level of uncertainty that disrupts the core activities and/or credibility of an organisation and requires urgent action."

The following 'Response Assessment Criteria' provide examples of possible situations that would trigger the invocation of the Incident Response & Crisis Management Plan:

No.	Response Assessment Criteria
1	Staff, students or visitors killed (or remain in lethal danger) on the University campus or whilst undertaking University business.
2	Serious injury or illness affecting multiple staff or students on the University campus or whilst undertaking University business (for instance a serious accident or meningitis outbreak).
3	Serious safety or welfare concerns affecting multiple staff or students whilst undertaking University business (for instance kidnap or loss of contact for an extended period).
4	Widespread disruption to normal operations for an extended period (whether caused by fire, flood, power outage, severe weather, student protest, strike action, cyber-attack or terrorist incident).
5	Any incident that threatens the reputation of the University (for instance actual or potential adverse coverage in the local or national press or on social media)
6	Multiple factors that when combined constitute a crisis for the University.

3. Initial Notification and Escalation Procedure

Initial notification for a campus or hall of residence based incident will normally be made by one or more 'First Responders', typically staff from Security or Residential Services who are on the ground at the time of the incident. They will trigger the initial notification of the incident by contacting the 24/7 Security Control Room as soon as it is safe to do so.

Security Control Room - 0161 247 2222

Where the Security Duty Manager assesses that the situation may constitute a 'crisis' he / she will contact either the Head of Security & Business Continuity or the Deputy Head of Security in accordance with the Security Services 'on-call' rota. The Head of Security & Business Continuity (or Deputy Head of Security) will then decide whether the incident reaches the 'crisis' threshold and necessitate contacting the most appropriate 'Crisis Management Team Leader' (the Vice-Chancellor, Deputy Vice-Chancellor or Chief Operating Officer).
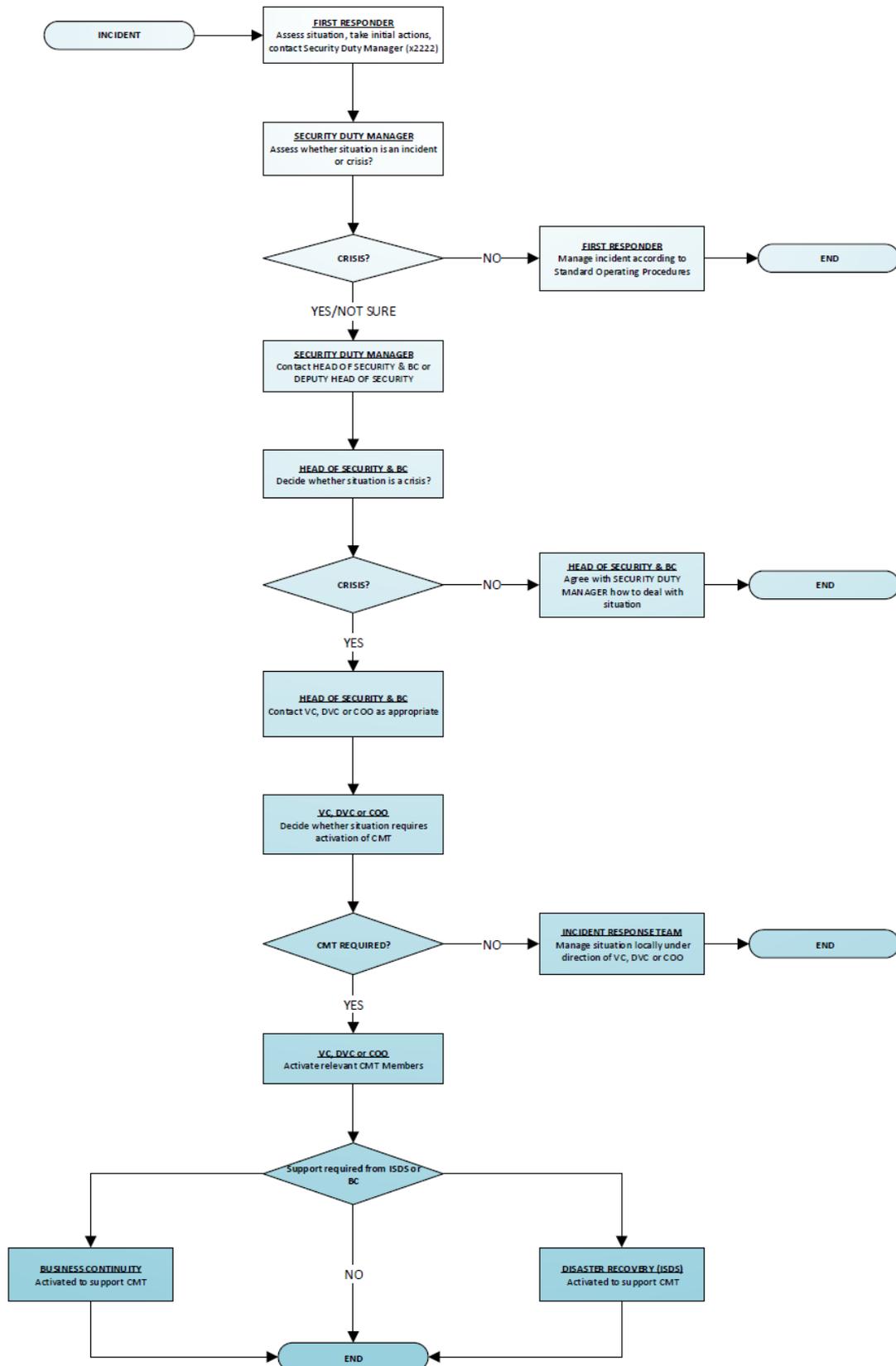
The Head of Security & Business Continuity (or Deputy Head of Security) will brief the CMT Leader as to the nature and likely scale, duration and impact of the incident. The CMT Leader will use this information to decide whether it is appropriate to activate the Crisis Management Team, selecting his / her team according to the nature of the crisis. They will also decide if support is required from either the Business Continuity team and / or the Disaster Recovery (ISDS) team.

Note:

Experience has shown that whilst in the majority of cases a 'crisis' will be bought to the attention of the appropriate CMT Leader by the route outlined above (due to the 24/7 nature of both Security Services and Residential Services) other routes are possible.

Escalation to the CMT Leader may also be via the Director of Estates (for instance, in the case of a power outage), the Director of Information Systems and Digital Services (for instance, in the case of a cyber-attack) or the Director of Marketing, Communications & Development (for instance, in the case of adverse coverage in the local or national press).

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                              ┌─────────────────────────┐
                              │   FIRST RESPONDER        │
  ( INCIDENT )──────────────▶ │ Assess situation, take   │
                              │ initial actions,         │
                              │ contact Security Duty    │
                              │ Manager (x2222)          │
                              └─────────────────────────┘
                                         │
                              ┌─────────────────────────┐
                              │ SECURITY DUTY MANAGER    │
                              │ Assess whether situation │
                              │ is an incident or crisis?│
                              └─────────────────────────┘
                                         │
                                    ◇ CRISIS? ◇───NO───┐
                                         │             ▼
                                  YES/NOT SURE   ┌──────────────────┐
                                         │       │ FIRST RESPONDER  │
                                         │       │ Manage incident  │──▶( END )
                                         │       │ according to     │
                                         │       │ Standard Operating│
                                         │       │ Procedures       │
                                         │       └──────────────────┘
                              ┌─────────────────────────┐
                              │ SECURITY DUTY MANAGER    │
                              │ Contact HEAD OF SECURITY │
                              │ & BC or DEPUTY HEAD OF   │
                              │ SECURITY                 │
                              └─────────────────────────┘
                                         │
                              ┌─────────────────────────┐
                              │ HEAD OF SECURITY & BC    │
                              │ Decide whether situation │
                              │ is a crisis?             │
                              └─────────────────────────┘
                                         │
                                    ◇ CRISIS? ◇───NO───┐
                                         │             ▼
                                        YES     ┌──────────────────┐
                                         │       │ HEAD OF SECURITY │
                                         │       │ & BC             │
                                         │       │ Agree with       │──▶( END )
                                         │       │ SECURITY DUTY    │
                                         │       │ MANAGER how to   │
                                         │       │ deal with situation│
                                         │       └──────────────────┘
                              ┌─────────────────────────┐
                              │ HEAD OF SECURITY & BC    │
                              │ Contact VC, DVC or COO   │
                              │ as appropriate           │
                              └─────────────────────────┘
                                         │
                              ┌─────────────────────────┐
                              │ VC, DVC or COO           │
                              │ Decide whether situation │
                              │ requires activation of CMT│
                              └─────────────────────────┘
                                         │
                                 ◇ CMT REQUIRED? ◇──NO──┐
                                         │              ▼
                                        YES      ┌──────────────────┐
                                         │        │ INCIDENT RESPONSE│
                                         │        │ TEAM             │
                                         │        │ Manage situation │──▶( END )
                                         │        │ locally under    │
                                         │        │ direction of VC, │
                                         │        │ DVC or COO       │
                                         │        └──────────────────┘
                              ┌─────────────────────────┐
                              │ VC, DVC or COO           │
                              │ Activate relevant CMT    │
                              │ Members                  │
                              └─────────────────────────┘
                                         │
                              ◇ Support required from ISDS or BC ◇
                              │              │              │
                    ┌─────────────┐        NO        ┌──────────────────┐
                    │ BUSINESS    │         │         │ DISASTER RECOVERY│
                    │ CONTINUITY  │         │         │ (ISDS)           │
                    │ Activated to│         │         │ Activated to     │
                    │ support CMT │         │         │ support CMT      │
                    └─────────────┘         │         └──────────────────┘
                              └──────────▶( END )◀──────────┘
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Crisis Management Room

The pre-designated Crisis Management Room for the University is the VC's Meeting Room, located in Room 507 of the All Saints Building. All members of the Crisis Management Team have 'swipe card access' to both the All Saints Building and Room 507.

Experience has shown that it is unwise to assume that the Crisis Management Room will be needed or be available and useable. The Incident Response and Crisis Management plan allows for the Crisis Management Room to be set up or used but does not require it.

Mutual Aid

Most crisis that occur at Manchester Metropolitan University will be managed using existing procedures – without a requirement for external assistance. However, there may be occasions when the scale, duration or impact of the crisis is such that it has the potential to overwhelm the University's capability or collaborative working may be beneficial.

Due to the similarity of operations and physical proximity, a framework for seeking mutual aid has been agreed between Manchester Metropolitan University and the University of Salford. This Mutual Aid Framework (MAF) is a statement of intent to make reasonable endeavours to provide assistance to each other during a crisis.

4.   Crisis Management Structure

The Incident Response & Crisis Management Plan provides a framework for managing the University's response to any situation with a high level of uncertainty that disrupts the core activities and/or credibility of the University and requires urgent action.

In the event of the threshold for a 'crisis' being reached the University recognises the need for an integrated response capable of operating at two different levels:

The Crisis Management Team (CMT) has responsibility for both strategic ('decisions are made and policy is determined') and tactical ('operations are co-ordinated and managed') considerations, and corresponds to Gold / Silver in the three-tier hierarchy of the Emergency Services.

The Incident Response Team (IRT) has responsibility for operational ('activities are undertaken') considerations and corresponds to Bronze in the Emergency Services hierarchy.

Where the nature of the crisis and its scale, duration and impact require it, separate Business Continuity and Disaster Recovery (ISDS) teams will be established, with reporting lines directly into the Crisis Management Team.

Crisis Management Team

The Crisis Management Team is established when a crisis is likely to have far-reaching consequences and requires the leadership of the most senior members of the University Executive Group (UEG).

The Vice-Chancellor (or Deputy Vice-Chancellor or Chief Operating Officer, as appropriate) leads / chairs the Crisis Management Team and provides a strategic response for the rest of the team to work too, determining policy and making decisions.

As a minimum the Crisis Management Team will also contain the Director of Marketing, Communications & Development (MCD) and the Head of Security & Business Continuity.

Crisis Management Team Member	Role	Alternate(s)
Vice-Chancellor	Lead / Chair	Deputy Vice-Chancellor Chief Operating Officer
Deputy Vice-Chancellor	Lead / Chair (alternate)	-
Chief Operating Officer	Lead / Chair (alternate)	-
Director of Marketing, Communications & Development (MCD)	Communications	Head of Media & Corporate Communications
Head of Security & Business Continuity	Security / Incident Response	Deputy Head of Security Business Continuity Coordinator

The remainder of the Crisis Management Team are selected from the senior leadership teams of both the Academic Faculty and Professional Services by the Lead / Chair according to the nature of the crisis.

They are responsible for co-ordinating and managing the response to the crisis. This may include establishing priorities, allocating resources and the management of operational teams (according to usual jurisdictions).

Academic Faculty

Crisis Management Team Member	Role	Alternate(s)
PVC Research and Knowledge Exchange	RKE Representative	TBC
PVC for Education	Education Representative	TBC
PVC International	International Representative	TBC
PVC Faculty of Health, Psychology & Social Care	Faculty Representative	TBC
PVC Faculty of Business and Law	Faculty Representative	TBC
PVC Faculty of Education	Faculty Representative	TBC
PVC Cheshire Campus	Faculty Representative	TBC
PVC Faculty of Arts and Humanities	Faculty Representative	TBC
PVC Faculty of Science and Engineering	Faculty Representative	TBC

Professional Services

Crisis Management Team Member	Role	Alternate(s)
Director of Human Resources	Human Resources	Assistant Director of HR
Director of Finance	Finance	Deputy Director of Finance
General Counsel	Legal	Head of Legal Services
Academic Registrar	Student Services	Director of Student Support Services Director of Faculty SAS Head of Technical SAS
Director of Estates	Estates	Assistant Director of Estates (Development) Assistant Director of Estates (Management)
Director of Facilities	Facilities	Assistant Director Facilities (Operations)
Director of Information Systems & Digital Services	Information Systems	Head of IT Infrastructure & Operations
Head of Health & Safety	Health & Safety	Health and Safety Specialist
Head of Business Support & Improvement	Information Management	Customer Support Manager
Head of Commercial Services	Student Residences	Head of Residences

It may also be appropriate for the following senior members of the Students Union to sit on the Crisis Management Team.

Students Union

Crisis Management Team Member	Role	Alternate(s)
Chief Executive Officer	Students Union	TBC
President	Students Union (alternate)	TBC

Incident Response Team

The Incident Response Team for a campus based incident will normally be made up of 24/7 'First Responders' from Security or Residential Services who are on the ground at the time of the incident, and / or 'on-call' staff from Estates, Information Systems & Digital Services (ISDS) or Marketing, Communications & Development (MCD).

The Incident Response Team are responsible for making an initial assessment of the scale, duration and impact of the incident, for initial liaison with the Emergency Services ('Bronze'), for evacuation of buildings, for cordon control and for escalation to the Crisis Management Team.

Operational Team Member	Role	Deputy
Security Duty Manager	Lead	Assistant Duty Manager
Residential Duty Manager	Lead (alternate)	Residential Assistant
On-Call Engineer (Estates / ISDS)	Lead (alternate)	-
On-Call Press Officer (MCD)	Lead (alternate)	-

5. Crisis Communications Strategy

The University has a Crisis Communications Plan detailing the strategy for managing internal and external communications during a crisis. The Crisis Communications Plan is owned and updated by the Head of Media and Corporate Communications.

Manchester Metropolitan University will keep staff and students updated on any major incident via the following means:

Manchester Metropolitan University Webpage: **www2.mmu.ac.uk**

University Emergency Information Line: **0161 247 6000**

twitter@ManMetUni

www.facebook.com/manmetuni

The University also offers an emergency text message alert to staff and students via the Critical Arc 'SafeZone' App.

Registration is via Security: **securitydutymanager@mmu.ac.uk**

Annex 1: Agenda for the First Crisis Management Team Meeting

1.	<u>Brief the Vice Chancellor regarding the emergency</u> ▪ Contact details in Annex 5
2.	<u>Secretariat to set up room and record keeping</u> ▪ Take reports from CMT members / on scene ▪ Pre-designated Crisis Management Room (VC's Meeting Room, Room 507) to be set-up if required. ▪ Establish communications and connectivity requirements. ▪ Establish CMT contact protocols. ▪ Establish status boards; ensure accurate records are kept of decisions made and time they were made.
3.	<u>Leader to brief CMT</u> ▪ Leader to brief all CMT members present. ▪ Establish information gaps. ▪ Agree that the incident response is appropriate. ▪ Emphasise need for accurate records of decisions, timing, and follow-up actions.
4.	<u>Appoint the CMT members to suitable roles</u> ▪ Ensure individuals understand the role to which they have been assigned and the associated responsibilities / actions. ▪ Distribute individual role action cards. ▪ Confirm on-going availability of each role holder.
5.	<u>Identify key stakeholders and ensure suitable actions / communications are aligned</u>

6.	Additional resources required ▪ Identify and notify specialists or other managers from across the University or third parties as required.
7.	Define response objectives and operational priorities and constraints Consider: ▪ Core objectives and scenario specific objectives ▪ What are the University's priorities at this time? ▪ Any requirements imposed by Executive management? ▪ What parameters and constraints do we need to work within (e.g. mandatory processes/ deadlines/ budget/ university timetable/ political/ operational dependencies)
8.	Determine a recovery strategy for the university
9.	Agree next actions and confirm time for next meeting.

Annex 2: 'Stand Down' Agenda for Crisis Management Team

1.	Ensure all EMT members are formally 'stood down'.
2.	Assign write up of all EMT logs.
3.	Review all completed logs with the Secretariat.
4.	Ensure all logs, emergency reports and status reports are collected and retained in a safe place.
5.	Ensure welfare support arrangements are made available to staff (if applicable).
6.	Consider providing staff with a post–emergency briefing (email, letter, presentation) thanking them for their co-operation and providing them with an overview of the situation.
7.	Liaise with stakeholders as deemed appropriate in order to provide reassurance / visibility.
8.	Review status of business continuity related actions, identifying assistance / support required from EMT members.
9.	Make arrangements to ensure any resources that may be needed to support a future emergency response are replenished
10.	Make arrangements for full review of the emergency and response to ensure that improvement actions are identified and implemented.

Annex 3: Debrief Process

<u>Consider how you did and whether there are any actions arising from:</u>

1.	Emergency detection and escalation.
2.	Call out.
3.	Were we in control?
4.	Information available.
5.	Communications.
6.	Effectiveness (Were recovery objectives met?).
7.	Decisions made.
8.	Response of staff and students.
9.	Response of other stakeholders.
10.	Costs and expenses.
11.	Training implications.
12.	Impact on the University.

13.	Impact on partners.
14.	Reinstatement actions.
15.	Interface with executive.

Annex 4: Crisis Management Team Role Action Cards

Vice-Chancellor – Lead / Chair of Crisis Management Team

Initiate Crisis Management Team call out	- Ensure all Crisis Management Team (CMT) members are informed - Confirm who is attending meeting as reps of all areas - Confirm time / location of meeting
Assess Situation	- Take reports from CMT members / on scene responders to confirm status of emergency: - What has happened? - What is happening now? - What is NOT happening? - What is likely to happen? (scale, duration, impact?) - Constantly re-assess the situation
Prioritise and Allocate Tasks	- Prioritise what needs to be done immediately. Include: - Welfare of staff and students - Safety and security of environment and assets - Reputation management - Infrastructure Recovery - Business Continuity - Allocate tasks to CMT members - Confirm timings for reporting back / next CMT meeting
Agree Resources	Consider / agree requests for additional resources

Director of Marketing, Communications & Development - Communications

Provide internal and external communications	- Refer to Crisis Communications Plan - Confirm initial facts with Head of Security & BC and continue liaison until the Crisis Management Team (CMT) is set up - Monitor social media and log relevant information - Use pre-agreed template or agree with CMT, content of information to go on website, email and social media, for staff, students & public - Assign staff to update the web pages / social media on regular basis - Draft and agree Press statements for Chair to sign off - Designate a Media Coordination Centre and space for press conferences - Coordinate the Media on site and arrange Press interviews - Brief University Spokesperson(s) before Press interviews (Q&A's) - Assist with on-going communications at scene - Brief external stakeholders including governmental departments, funding councils, research councils, research sponsors, employers and local communities.
Attend CMT meetings	Attend CMT meetings and provide information regarding all communications

Head of Security & Business Continuity – Security / Incident Response

Liaison with Emergency Services	- Keep in contact with security team at ICP / on scene - Attend Emergency Services Command (Silver) meetings if required - Ensure cordons / control is in place as required - Ensure log of personnel entering / leaving scene is kept (once Emergency Services release site)
Security of Scene/ Control of People	- Ensure security team direct people to designated welfare / reception centre - Ensure cordons and access point has been set up - Brief staff to treat as potential crime scene / preserve evidence - Keep record of reported casualties / witnesses / missing persons and pass to Head of Business Support and Improvement (Information Manager) - Direct Press to local coordination point
Liaise with Local Authority	- Liaise with the Civil Contingencies and Resilience Unit (CCRU) Liaison Officer assigned to incident - Initiate investigation - Treat as potential crime scene until further notice - Keep records of initial response including CCTV, photographs, control room logs etc.
Resources	- As required, gather additional security staff from off duty in-house team / Oltec contract security staff / University of Salford security staff – consider 24/7 rosters - Keep note of additional resources used
Attend CMT meetings	Attend CMT meetings and provide updates on what is happening at scene

Director of Human Resources – Human Resources

Welfare and support for staff	▪ Refer to HR Business Continuity Plan ▪ Check Staff record system for details of staff involved in incident ▪ Provide Hospital or Police (Families Liaison Officer) with Next of Kin details ▪ Liaise with College Health Service and assist with support of welfare of staff / families – which may include communication / reassurance with families of staff ▪ *Note: Liaison with victims / casualties Next of Kin (NoK) should initially be through Hospital and / or Police Families Liaison Officer* ▪ Assist with arrangements for other support services that may be considered by CMT to be beneficial i.e. medical, chaplaincy, counselling, financial ▪ Ensure 'get you home' plans are initiated for staff as required ▪ Act as 'critical friend' to CMT members and other support staff, ensuring suitable breaks and shift changes to ensure adequate resources for 24 hour operations
Attend CMT meetings	▪ Attend CMT meetings and provide situation reports as required

Director of Finance - Finance

Finance and Insurance	- Provide financial and insurance advice to the Crisis Management Team (CMT) - Monitor and record CMT decisions on additional resources - Collate information on damage / injuries - Liaise with University insurers / loss adjusters - Keep record of all financial expenditure during emergency and response - Keep log of expenditure under 'get you home' plans
Attend CMT meetings	Attend CMT meetings and provide situation reports as required

General Counsel - Legal

Legal	- Provide legal advice to the Crisis Management Team (CMT) - Make available staff from Legal Services to address any legal matters arising during or after the crisis - Monitor and record CMT decisions on legal matters
Attend CMT meetings	Attend CMT meetings and provide situation reports as required

Academic Registrar – Student Services

Welfare and support for students	- Refer to Student Academic Services (SAS) Business Continuity Plan - Provide student details of those involved in an emergency - Provide Student Next of Kin information where required to Hospital or Police (Families Liaison Officer) *Note: Liaison with victims / casualties Next of Kin (NoK) should initially be through Hospital and / or Police Families Liaison Officer* - Provide or arrange welfare support for students and families as required - Provide usual services, advice and support including medical, chaplaincy, counselling, financial - If student residences are affected, provide assistance with travel arrangements - Ensure 'get you home' plans are initiated for students as required - Liaise with Students Union
Attend CMT meetings	Attend CMT meetings and provide situation reports as required

Director of Estates - Estates

Utilisation of premises	- Ensure premises are made safe / cordoned - Brief staff to treat site as crime scene – preserve evidence - Provide floor plans and building information to Emergency Services / Local Authority - Maintain Utilities in buildings where possible or arrange alternative supplies - Provide additional resources as required (consider 24/7) - Arrange physical cordons (hoarding / fencing / doors / locks etc) - Call in specialist contractors / alternative suppliers as required
Business Continuity	- Maintain continuity of normal services where possible - Where buildings are out of use, source alternative premises
Attend CMT meetings	Attend CMT meetings and provide updates on building status

Director of Facilities - Facilities

CMT Facilities	▪ Set up the Crisis Management Team (CMT) meeting room including telecoms and IT ▪ Provide support staff for CMT including log keepers (liaise with Information Manager)

Building Facilities	▪ Maintain continuity of normal services where possible
	▪ Where buildings are safe for use, maintain normal facilities
	▪ Where buildings are out of use:
	  - Task Timetabling to reschedule teaching / events
	  - Liaise with Estates team to source alternative premises
	▪ If high staff absence, provide additional resources as required (consider 24/7)
	▪ Call in specialist contractors/alternative suppliers as required
	▪ Maintain continuity of normal services where possible

Attend CMT meetings	▪ Attend CMT meetings and provide updates on facilities status

Director of Information Systems & Digital Services – Information Systems

Provide, maintain and recover IT Systems	▪ Refer to ISDS Disaster Recovery Plan ▪ Maintain all usual data and telecoms services where possible ▪ Where systems have failed, assign staff to assist with recovery of services – prioritise service recovery as required by critical services register (network / VLE / shared drives / web / email etc.) ▪ Use external suppliers to assist where required ▪ Provide support as required to the EMT and communications team in managing the emergency ▪ Where alternative locations are resourced, provide IT facilities for staff and students
Attend CMT meetings	▪ Attend CMT meetings and provide situation reports as required

Head of Health & Safety – Health & Safety

Provide Health and Safety Advice	- Ensure personnel at scene have required PPE - Provide support to security team for cordon control - Provide immediate safety advice to Security, Residential Services, Professional Support Services and Faculty staff as required - Liaise with Security / staff at scene to ensure casualty information is passed to Information Manager - Liaise with HSE and Local Authority Fire Officer if indicated - Initiate investigation if accident - Treat scene as crime / accident scene – preserve evidence
Welfare of staff and students	- Consider health & welfare of incident responders, provide support and advise managers and individuals appropriately - Liaise with HR and Student Services - Provide health and welfare advice for staff and students to be issued via Communications team - Liaise with hospitals, medical staff, Health Protection - Agency and Coroner's Office if required regarding staff / student casualties - Collate information and update the CMT Information Manager - Manage the welfare and support for victims / casualties (staff and students) - Liaise with other Health Services / Medical Advisers - Liaise with HR and Student Services - Provide support and advice to staff, students and if appropriate, to families
Attend CMT meetings	Attend CMT meetings and provide updated information on Health, Safety and Welfare issues

Head of Business Support & Improvement – Information Manager

Attend CMT meetings	▪ Initiate an incident log. ▪ Assign log keepers. ▪ Assign separate decision log keeper if required.
Initiate the Emergency Information Line (as required by CMT)	▪ Follow procedures for initiation of the Emergency Information Line (as required by CMT). ▪ Ensure up to date information is provided to the Emergency Information Line on a regular basis and request updates from them as required. ▪ Ensure all logs are retained at the end of the crisis.
Collate information	▪ Monitor information coming into the CMT. ▪ Prioritise information for action as High / Medium / Low. ▪ Update CMT members. ▪ Ensure any information given out is updated and approved by CMT.
As CMT Liaison Officer	▪ Liaise with Communications Team. ▪ If required liaise with Senior Management from the Faculties / Professional Support Services (on behalf of the Lead / Chair of the Crisis Management Team)

Head of Commercial Services – Student Residences

Residences Facilities (this may include liaison with external student residences providers)	▪ Where buildings are safe for use, maintain normal facilities for residents
	▪ Update residents on any incident information (reassurance)
	▪ Advise residents to call home/update their Next of Kin of incident
	▪ Where buildings are out of use:
	  - Ensure residents have been moved to safe refuge
	  - Liaise with the University of Salford under the terms of the Mutual Aid Agreement to source possible temporary accommodation
	▪ Assign staff to liaise with residents to confirm welfare status (casualties / who is safe / where are they staying / gone home etc.)
	▪ Record details of above and keep CMT updated
	▪ If required, source clothing or other items for personal use
	▪ Refer students to Student Services as required

Attend CMT meetings	▪ Attend CMT meetings and provide updates on status of residences

Pro Vice-Chancellor(s) – RKE / Education / International / Faculty Representative(s)

Liaison Between the CMT and Faculties	▪ Attend CMT meetings as required and provide situation reports from RKE / Education / International / Faculty. ▪ Provide advice and local RKE / Education / International / Faculty information to the CMT. ▪ Provide liaison between the CMT and own RKE / Education / International / Faculty Management Team ensuring accurate and timely information is communicated including recovery timings where possible. ▪ *Note: It is important that communications to RKE / Education / International / Faculty staff and students are first checked with the CMT to ensure consistency of information across the University.*

Chief Executive Officer / President – Student Union

Liaison Between the CMT and SU	▪ Attend CMT meetings as required and provide situation reports from the SU. ▪ If required provide emergency reception / welfare centre in the SU for staff / students ▪ *Note: It is important that communications to SU staff and students are first checked with the CMT to ensure consistency of information across the University.*