



University of Hong Kong
Emergency Management Plan

(HKU emergency hotline: 3917 2882)

Version 3.0 – March 2019

(Issued by Safety Office)

(Appendix 4 not included)

UNIVERSITY OF HONG KONG
EMERGENCY MANAGEMENT PLAN

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1. PURPOSE AND SCOPE

The aim of the Plan is to minimize the impact of a major incident on the University. This Plan canvasses incidents related to health and safety risks only, but is not intended to apply to emergencies of other types (e.g. finance and information technology). More specifically, the Plan aims to achieve the following outcomes:

- To safeguard members of the University Community from injury and ill health as far as possible in the event of an emergency;
- To minimize the disruption to the operation of the University and to recover quickly from such impact;
- To minimize the damage to the University's reputation and public image.

The Plan will act as a guide for those who are to manage the response to and the recovery from a major incident. The types of incidents which are envisaged include, but are not limited to, the following:

- Terrorist threats and Civil disorders
- Accidents involving serious bodily injuries or deaths
- Major fires
- Major facilities failures or collapse of building structures
- Laboratory incidents involving the substantial release of hazardous substances
- Cases of illness with major public health concerns

Some examples of incidents that may trigger this Plan are given in Appendix 1.

The Plan is intended to apply to emergencies that happen on all University premises which is under the management/control of the University, regardless whether the facilities are on or off campus, owned or rented by the University. For legal and practical reasons, the Plan shall not be applicable to the University's operations outside the Hong Kong SAR.

It is expected that the Plan will only be invoked following a major incident which cannot be handled by using the normal day-to-day management practices and decision making processes. It may be invoked during a tiered response to an incident as set out in Appendix 2.

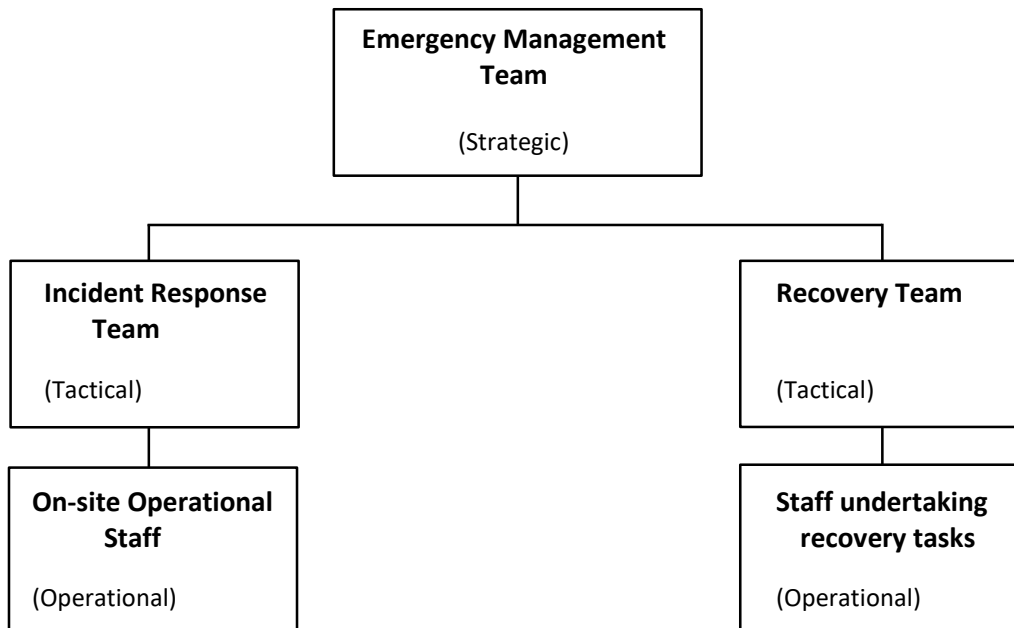
The Plan is not intended to replace dynamic decision making. Its main purpose is to get the right people in the right place at the right time when a major incident arises so that they can use their skills and experience to manage the emergency in the most effective way.

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2. ROLES AND RESPONSIBILITIES

2.1 STRUCTURES

The following diagram shows the structures adopted by HKU to manage a major emergency:



As indicated in the diagram, there are two aspects to the emergency management:

The response to the incident itself to minimize immediate loss to life, property and image (for example, dealing with the emergency services, assisting with casualties, making damaged facilities safe, dealing with the immediate needs of staff and students, communicating with those who need to respond to or know about the incident).

The recovery of key business functions which have been disrupted by the incident (for example, making arrangements to restart teaching after an academic building has been badly damaged or evacuated).

The University's organisational structure for responding to emergencies is based on the concept of Strategic/Tactical/Operational command structure. Different teams and their roles can be conceptualized as being one of the three - Strategic or Tactical or Operational.

Strategic = thinking – what do we want to do – the Emergency Management Team

Tactical = planning – how we are going to do it – the Incident Response Team and the Recovery Team

Operational = implementing – doing it – staff at the site of the incident

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It could be several hours after an incident before the full organisational structure is put in place. There would usually be four main stages in doing this. The following timescales are anticipated if the incident occurs outside normal working hours. If the incident occurs during the working day, faster responses would be possible.

	Time elapsed after a member of staff reports an incident to the Security Unit
Security or facilities management staff provide an initial response at the scene	< 10 minutes
A manger/officer takes charge at scene of incident	< 30 minutes
Formation of an Incident Response Team headed by a designated Director	< 1 hours
Formation of an Emergency Management Team headed by the EVP	< 2 hours

2.2 EMERGENCY MANAGEMENT TEAM (*THE STRATEGIC TEAM*)

The Emergency Management Team will

- have primary and overall responsibility for the University's response to the emergency
- oversee and monitor the work of the Incident Response Team formed to handle the immediate response
- initiate, oversee and monitor the work of the Recovery Team in restoring the key functions which have been disrupted by the incident
- oversee the strategy for communicating information about the incident and its aftermath
- provide guidance on prioritising recovery requirements and balancing conflicting resource demands.

2.3 INCIDENT RESPONSE TEAM (*A TACTICAL TEAM*)

The Incident Response Team will be centered on the administrative unit(s) best placed to handle the immediate response and will depend on the type of incident. (For example, it could be Estates Office, Safety Office, CEDARS, a student hall of residence or a department.) Responsibilities of the Incident Response Team are to:

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- direct the internal on-site operational staff at the scene of incident and liaise with external emergency services and government authorities if applicable
- notify and liaise with those who are directly affected by the incident if necessary
- take immediate actions to render the building affected safe and secure (e.g. stopping gas leaks or cutting off electricity supply)
- provide for the immediate welfare needs of staff and students affected
- provide information to enable next of kin to be contacted if necessary.

The Incident Response Team could be formed at an early stage in the incident before the full Emergency Management Team is formed. It is possible that an incident may be resolved by the Incident Response Team without need to form a full Emergency Management Team (see Appendix 2). Once the Emergency Management Team has been formed, the Incident Response Team will report to the Emergency Management Team.

2.4 RECOVERY TEAM (A TACTICAL TEAM)

A Recovery Team, initiated by the Emergency Management Team, should comprise those responsible for the business functions disrupted by the incident as well as those who can facilitate the recovery. The functional areas concerned may or may not have business continuity plans. The Recovery Team formed will act according to those plans if available, or first formulate such plans before implementation. The Team can include staff from:

- A Faculty or a department
- Information Technology Services
- Estates Office
- CEDARS
- Registry
- Library
- Other administrative offices

A Recovery Team should be formed as quickly as possible when it is first recognized that restoring the disrupted operation may require a substantial amount of resource, time and effort. Its formation should start before the Incident Response Team completes the task of controlling the emergency, so that members in the Recovery Team can be provided with good background to the emergency situation and the measures taken to relieve it.

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2.5 COMMUNICATION DURING AN EMERGENCY

To ensure internal and external communication about an incident is thoroughly thought through at the earliest stage of an incident, the Director of Communications shall be made a member of the Incident Response Team. Upon escalation of the incident, a Communication Taskforce headed by the Director of Communications will be formed and represented on the Emergency Management Team and will be responsible for communicating information about the incident and its effects on the University to all interested parties including:

- Staff in general (notification and liaison with staff/students directly affected by the incident will be undertaken by the Incident Response Team as prompt actions may be required on them)
- Students/potential students in general
- Families of staff/students who may be affected by the incident
- Media
- Local community
- Outsourced services
- Funding bodies and donors
- Other stakeholders, both internal and external

No-one should issue a communication about the incident to staff, students or anyone else unless they have explicit permission from the Communication Taskforce.

3. ESCALATION DURING AN EMERGENCY

Not all emergencies require the full invoking of the Emergency Management Plan. Only those major incidents which cannot be handled by using the normal day-to-day management practices of concerned departments/units should invoke this Plan. Only those specifically delegated with the responsibilities in this Plan should trigger and escalate the Plan according to the guidelines in this section.

The triggering and escalation should be in accordance with the following flow-chart in Appendix 2. The following are explanatory notes to the flow-chart.

Note 1.

There shall be internal procedure of the Security Unit for reporting major incidents to the Senior Security Manager. The Senior Security Manager shall be the one to decide if the incident should be brought to the immediate attention of any of the three Directors specified.

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If the Senior Security Manager is not available, his deputy should discharge this duty. If the Senior Security Manager considers the incident not a major one requiring escalation, the usual procedures of responding to emergencies shall be implemented.

Note 2.

Once the incident is considered a major one by the Senior Security Manager, one or more of the three Directors should be contacted immediately depending on the nature of the major incident. The Senior Security Manager shall personally communicate with the Director(s) on the incident.

Note 3.

The informed Director(s) and the Senior Security Manager shall, if necessary, visit the scene of incident, and make an assessment of the situation as soon as possible. Other experts within the University may be engaged in the assessment.

Note 4.

Upon recommendation of one or more of the three Directors, an Incident Response Team shall be set up, which may comprise the three Director(s), the Director of Communications, relevant experts, and operational staff who are to work at the scene of incident to render the emergency situation under control. Regardless whether the situation should be further escalated to the full Emergency Management Team level, the Head of the Incident Response Team, who is normally one of the Directors, shall keep the Executive Vice-President (Administration and Finance) (EVP) informed of the situation.

Note 5.

The decision to set up the full Emergency Management Team to oversee the situation or otherwise shall rest with the EVP who is normally the Head of the Emergency Management Team.

4. FORMATION AND OPERATION OF THE INCIDENT RESPONSE TEAM

Not all emergencies will result in the formation of an Incident Response Team. Security staff shall follow established procedures in the initial handling of all emergencies. If the emergency has a potential to have substantial impact on the University, the Senior Security Manager after considering the SCALE, DURATION and IMPACT of the incident shall decide to inform one or more of the three Directors for further assessment. The three Directors (i.e. DoE, DoS and DoUHS) shall then decide if an Incident Response Team should be set up. One of the three Directors, depending on the nature of the incident, shall be the Head of the Team. The Head should normally be the one who can more readily deploy necessary resources to handle the

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emergency. The Director of Communications should also be made a member of the Team to ensure communication strategies, if necessary, are well thought through at the earliest stage. Other members of the Team may include administrative staff from faculties, departments and halls of residence if relevant, as well as internal experts required for the incident. Once formed, the Team should

- Confirm the headship and appoint a secretary, whose role is to maintain a log book /register of events
- Commence a log book/register of events and actions initiated. Record all events and actions initiated in the log, together with the information available at the time a decision was made. See Appendix 3 for a template log book/register of events.
- Notify to EVP
- Decide on and call out members of the Incident Response Team and any other operational staff who are required and set up a control room where the Team will meet (Appendix 4 provides some contacts, other contacts are available from the Senior Security Manager)
- Assess the current emergency situation and resources deployed for handling them
- Deploy extra resources if necessary
- Direct and keep in close contact with the on-site operational staff and keep monitoring the situation
- Carry out duties as specified in section 2.3 of the Plan, and any other duties as deemed necessary by the Head of the Team

The Incident Response Team is essentially a tactical team who directs the operational staff at the scene of incident. The on-site operational staff should be headed by a manager/officer who has either the authority or the expertise to implement responses to an incident to minimize loss to life and property (e.g. the Radiation Protection Officer if it is related to radioactive substances, or an electrical engineer if it is a major electrical problem).

5. FORMATION AND OPERATION OF THE EMERGENCY MANAGEMENT TEAM

The full Emergency Management Team is only set up if the EVP believes that the incident is likely to be of substantial SCALE, DURATION and IMPACT. Once the EVP has decided to set up the Emergency Management Team, the following tasks should be considered:

- Appoint a secretary
- Commence a Team log of events and actions initiated and record all events and actions initiated in the log (this can be the same log book started by the Incident Response Team)

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- Decide on and call out members of the Emergency Management Team and any other staff who are required. Membership shall be determined by the Head of the Team depending on the circumstances. Those listed below should be considered for inclusion in the Team. Others will be included in the Team as appropriate (Appendix 4 provides some contacts, other contacts are available from the Senior Security Manager).
 - EVP (Chair)
 - Registrar
 - Dean of Student Affairs
 - Director of Finance
 - Director of Estates
 - Director of Safety
 - Director of University Health Service
 - Director of Communications
 - Director of Human Resources
 - Director of Information Technology Services
 - Senior Security Manager
 - Dean(s) of the affected Faculty(ies)
 - Head(s) of the affected Department(s)
 - Warden(s)/Master(s) of the affected residential hall(s)/college(s)

- Set up a control room (preferably in the University's Security Control Centre which is well equipped with communication devices) and hold an initial meeting as soon as possible, and subsequent meetings as needed
- Establish what has happened and is happening, including but not limited to fatalities and injuries, the extent of damage, the possibilities of further damage and the consequences for the University, the likely cause of the incident, etc.
- Evaluate the immediate response to the incident and whether it has been effective
- Consider and review communication strategies and set up a Communication Taskforce, which should be headed by the Director of Communications, to implement the strategies
- Assess necessary support for staff and students affected by the incident
- Allocate temporary accommodation for affected parties if required
- Provide directions and support to the Incident Response Team and on-site operational staff
- Communicate with insurers on the incident
- Where necessary, direct relevant units of the University to provide humanitarian and psychological supports for affected staff and students as well as their families

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- keep members of the Senior Management Team informed of the progress of responses
- Identify the key functions which have been or might be disrupted, set priorities for recovery for those functions, and balance conflicting resource demands
- Formulate plan for business recovery and set up a Recovery Team
- Continue to meet to oversee the work of the Recovery Team until key business functions have been restored.

6. DISTRIBUTION AND UPDATING OF THE PLAN

Hard copies of the Plan will be distributed to those listed below and their designated deputies. The Plan will also be available on the Safety Office's homepage.

- EVP (Chair)
- Registrar
- Dean of Student Affairs
- Director of Finance
- Director of Estates
- Director of Safety
- Director of University Health Service
- Director of Communications
- Director of Human Resource
- Director of Information Technology Services
- Senior Security Manager
- Deans of Faculties
- Faculty Secretaries
- Wardens/Masters of Residential Halls/Colleges
- Managers of Residential Halls/Colleges

Anyone not listed above who requires a copy should contact the Director of Safety on 2859 2400.

Regular review and updating of the Plan will be undertaken by the Safety Office on a yearly basis or whenever necessary.

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Appendix 1. Examples of Incidents that may trigger the Emergency Management Plan

Bomb threat

Civil disorders

Collapse of buildings or building structures

Discovery of infectious diseases specified by CHP

Discovery of suspected explosive devices

Electrical blackouts

Fires

Flooding or storms

Incidents involving lifts and escalators

Landslides

Leakage of gases or chemicals

Leakage of hazardous biological agents

Leakage of radioactive substances

Outbreak of infectious diseases of in residential hostels

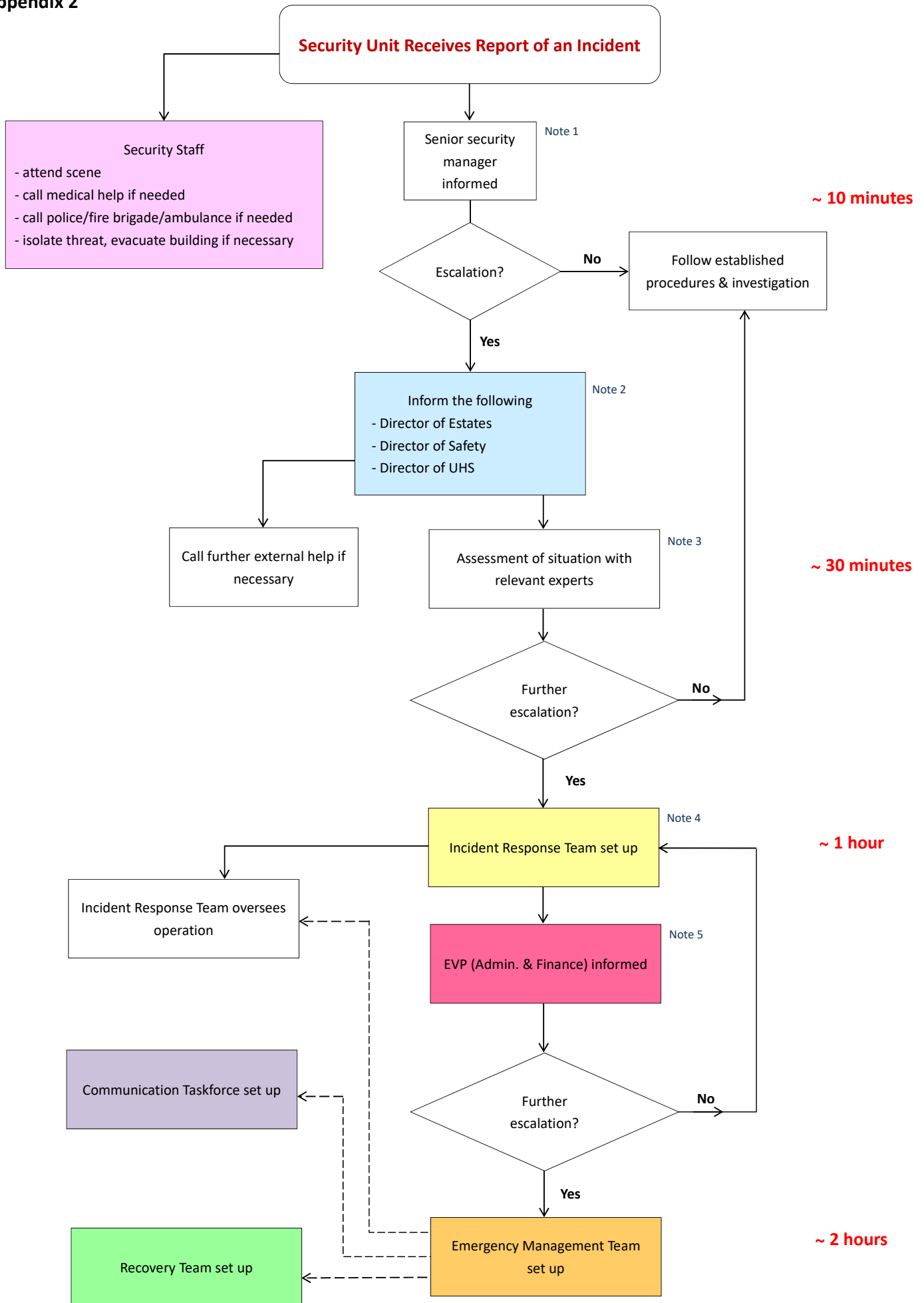
Serious bodily injuries or deaths on campus

Serious traffic accidents

Terrorist attacks

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Appendix 2



Log Book / Register of Events

Date	Time (accurate)	Details of Event (full details about how the event became known, contact details for person finding the event, witness information, full details of chemical, organism etc involved)	Location (as precise as possible including room numbers etc. If the event spread use the 'specific details' section overleaf to indicate the changes in status)	Signed/logged by

Specific Details (Information received by Incident Response Team)

Log no	Date/time	Action or new information	Source and contact number (either the person reporting an event or the person forwarding information to the authorities. Contact numbers are required)	Outcome (includes information back from the Authorities, a lack of response from a person being contacted, the action subsequently taken by the person contacted and/or any similar information)	Comments (any additional information that seems relevant at the time)	Signed/logged by