

EXPRO National Manual of Assets and Facilities Management Volume 14, Chapter 2

Emergency Management Plan for Housing

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Emergency Management Plan for Housing

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Emergency Management Plan for Housing

1.0 PURPOSE

The purpose of this Emergency Management (EM) Planning document is to describe the process which will guide entities in establishing a set of business-specific EM Plans. These EM Plans shall form part of the Entity's Emergency Operations Manual (EOM). Guidance contained herein is based on the contents of the EM Procedure (EOM-ZE0-PR-000001) and tailored to entities operating within the Housing Sector.

An EM Plan is an Entity-specific document which describes the steps to be taken during Emergency Incidents such that the response to the Emergency Incident (EI) is predictable and the likelihood of successfully navigating the EI is relatively higher than if no EM Plan had been put in place. EM Plans are one set of outputs arising from the Hazard Vulnerability Analysis (HVA) described in the EM Procedure (EOM-ZE0-PR-000001). Dependent on the: sector in which the Entity operates, the Entity's specific business practices, and outcomes of the HVA, individual EM Plans may be established to cover various EIs, including, but not limited to:

- Evacuation
- Flood/Hurricane
- Communications outage
- Snow/Ice storm
- Fire
- Chemical or biological incident
- Earthquake

Emergency exercises and drills established by the Housing Entity shall be used to test Entity-specific EM Plans arising from guidance contained herein and shall thereby increase the organization's level of Emergency Preparedness (EP). Each EM Plan shall be scalable dependent on the size of the Entity.

Contained within the Attachment is an Emergency Management Plan Template upon which the Entity can tailor and customize its own EM Plans.

2.0 SCOPE

The EM Planning document has been written specifically for senior ranking members of the organization accountable for EP, who are most likely to form part of the Emergency Management Committee (EMC) – Refer to EM Procedure (EOM-ZE0-PR-000001). However, on the basis that EP is everyone's responsibility, all information contained herein should be accessible and understood by anyone working within the Entity, irrespective of their position.

3.0 DEFINITIONS

Term	Definition
CEO	Chief Executive Officer
COO	Chief Operations Officer
CUL	Communications Unit Leader
DRZ	Disaster Relief Zone
EI	Emergency Incident
EM	Emergency Management
EMC	Emergency Management Committee
EMP	Emergency Management Plan
EOA	Emergency Operating Area
EOC	Emergency Operations Center
EOM	Emergency Operations Manual
EP	Emergency Preparedness
EPS	Emergency Preparedness Software
ESS	Emergency Support Services
EWS	Emergency Warning Signal
FM	Facilities Management



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FSC	Finance Section Chief
FUL	Facility Unit Leader
HSSE	Health, Safety, Security, and Environment
HVA	Hazard Vulnerability Analysis
IC	Incident Commander
ISP	Internet Service Provider
LPL	Resource Pool Leader
LSC	Logistics Section Chief
NOA	Normal Operating Area
O&M	Operations and Maintenance
OAM	Operating Area Map
PA System	Public Announcement System
PUL	Procurement Unit Leader
SLT	Senior Leadership Team
SME	Subject Matter Expert
SSO	Sanitation Systems Officer

4.0 REFERENCES

- National Disaster Management Guidelines – Medical Preparedness and Mass Casualty Management, NDMA, GOI
- Are you prepared? Learning from the Great Hanshin-Awaji Earthquake Disaster - Handbook for Disaster Reduction and Volunteer Activities
- National Fire Protection Association (NFPA) 10:2018
- <https://www.housing.gov.sa/en/initiative/mullak>

5.0 RESPONSIBILITIES

Responsible	Description
Communications Unit Leader	Organizes and coordinates internal and external communications during an EI and acting as custodian of all logged/documented communications
Damage Assessment and Control Officer	Provides sufficient information regarding the operational status of the facility during an EI for the purpose of decision/policy making, including those regarding full or partial evacuation
Emergency Management Committee	Group of responsible and accountable people tasked with preparing the organization for an EI and successfully leading the organization through the EI, then capturing lessons learned as part of continuous improvement
Emergency Operating Area Supervisor	Person in charge of the Emergency Operating Area (EOA) as assigned by the Resource Pool Leader. Responsible for the successful set up and management of the EOA
Facility Unit Leader	Supports the Logistics Section Chief by maintaining the integrity of the physical facility to the best possible standard during an EI, ensuring quality and security of supply
Finance Section Chief	Responsible for all financial decision making during the EI, the FSC shall document and approve the acquisition of supplies and services necessary to successfully navigate the Entity through the Emergency Phase
First Aiders	Trained and competent individuals with responsibility to render first aid to victims at the scene of the EI in support of Emergency Support Services
FM Director	Responsible for overall management of the FM Department. Must coordinate and supervise FM staff such that quality and security of supply is maintained to the highest possible levels during the EI



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I.T. Unit Leader	Develops and maintains the Entity's internal information network through monitoring and maintenance of the computer system, servers and internet hardware
Incident Commander	Chief decision maker responsible for Organizing and directing the EOC. IC has overall accountability for the safety of people and protection of assets during an EI. The IC shall act as EMC Chair
Liaison Officer	Liaises with parties external to the Entity based on direction from the Communications Unit Leader
Line Manager	The person in the organization to whom one or more members of staff report. During an EI, this person may change dependent on whether the ICS differs from the Normal Command Structure
Logistics Section Chief	Directs maintenance operations and ensures adequate levels of food, shelter and supplies during the EI
Maintenance Team	Those responsible for maintaining engineering systems
Operations Team	Those responsible for operating engineering systems, or those responsible for aspects of business operations
Planning Section Chief	Responsible for effective monitoring and delivery of Emergency Plans. Gathers scenario/resource projections from all Section Chiefs, records deviations from Emergency Plans, and identifies constraints
Procurement Unit Leader	Maintains a record of the location of assets at all times, receiving requests for additional assets and identifying the need for procurement
Resource Pool Leader	Rosters staff and volunteers on as needed during the EI. Maintains adequate staff numbers in the Resource Pool
Safety and Security Officer	Person with overall responsibility for safety of personnel within the organization. Sets up and maintains Facility protection and traffic security
Sanitation Systems Officer	Reporting to the Facility Unit Leader, the Sanitation Systems Officer (SSO) monitors the usage of existing sewage and sanitation systems and establishes alternate methods of sanitation, if necessary
Senior Leadership Team	Those responsible for defining organization policies and for successfully running the organization during normal operations
Subsistence Unit Leader	Organizes food and water stores for preparation and rationing during the EI, against forecasted periods of shortage
Transportation Unit Leader	Organizes and coordinates safe and timely transportation of all personnel and resources as required. Manages the fleet of Entity-owned assets and any vehicles donated to the Entity during an EI

Table 1: Roles & Responsibilities

5.1 Increased Requirements for Operators

Service requirements during an EI shall be suitably increased as specified within the EM Procedure (EOM-ZE0-PR-000001). Operators which may be affected by the EI and see an increased load upon their services may include:

- Cleaners (including garbage removal)
- Maintenance staff
- Security Guards

As a minimum, each of the above operators, whether directly employed by the Entity or sub-contracted, shall prepare its own EM Plan based on the results of the organizational HVA. Department/contractor-specific EM Plans shall integrate with the overall organizational EM Plans. Additional requirements for Operators during an Emergency are described throughout Volume 5.

5.2 Role of Housing Entities during Emergency Incidents

The primary function of housing entities is to offer affordable and safe domicile for its tenants. A National Housing Program has been established as part of the Vision 2030 initiative. Furthermore, the Landlords

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Federation (Mullak) Program seeks to establish a relationship between landlords and joint-ownership housing unites occupants through the establishment of regulations, control mechanisms, and facilities management services. In such cases, Mullak union shall be responsible of establishing the emergency management procedures as a part of their FM scope.

During an EI, the function of housing entities remains the same, but the Entity must adapt to meet the demands of the EI (i.e. preserve life, limit damage to assets, and maintain minimum service level requirements).

6.0 PROCESS

Emergency Management Plans shall be prepared according to the following process:

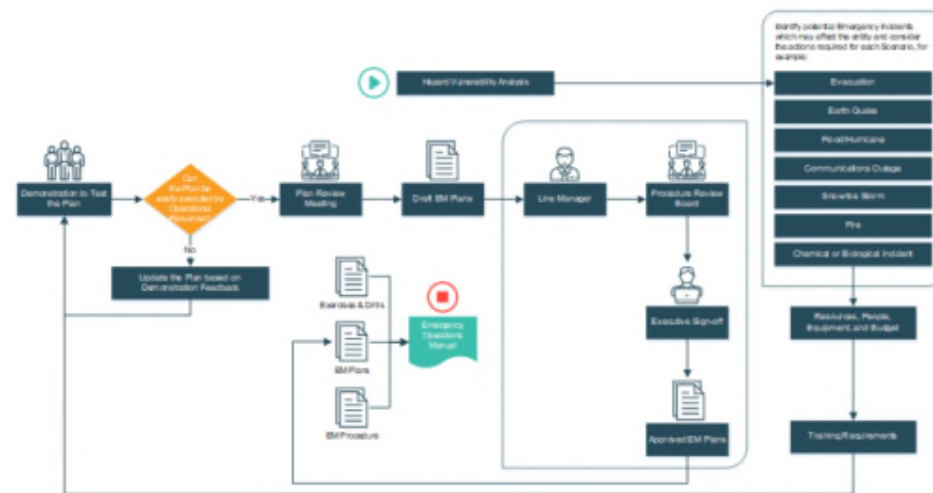


Figure 1: Process for Preparing Emergency Management Plans

6.1 Emergency Management Planning Template

The HVA (and associated Workshop) as described in the EM Procedure (EOM-ZEO-PR-000001) will result in a set of EIs which are most likely to occur, and the subsequent production of EM Plans. An Emergency Management Planning Template has been provided in the Attachment, which contains the structure of an EM Plan. There is also guidance contained within each section to support the Plan Writer in producing EM Plans.

The EM Plan should include, as a minimum, the following items:

1. Introduction
2. Objective
3. Responsibilities
4. Definitions
5. Emergency Incidents
6. RACI Matrix
7. Equipment
8. Emergency Operating Area Maps
9. Evacuation Plans
10. Monitoring and Reporting
11. Appendices



6.2 Requirements of the Plan Writer

The Plan Writer shall be competent to lead the process of writing an Entity-specific EMP or updating an existing Plan based on guidance contained herein. Specific tasks include, but are not limited to:

- Research Emergency Management best-practice and its relationship to latest standards in the Healthcare sector
- Compare best-practice to existing practices; look for areas of improvement and added value
- Create Emergency Operating Area (EOA) Maps and Evacuation Plans based upon as-built schematic drawings of each building under the EM Plan
- Work closely with Subject Matter Experts (SME) to gather necessary information for the development of each EM Plan, and to test/verify the accuracy of the work by executing Emergency exercises and drills
- Suitably address comments and integrate feedback to the betterment of the EM Plan
- Facilitate as a minimum: EM Plan Kick-off Workshop; and EM Plan Review Meeting
- Manage EM Plan development within timelines set by the EMC
- Conduct quality checks, including the use of style guides, and adherence to templates as appropriate
- Collaborate with training coordinators and other members of the EMC as required to ensure that EM Plans are integrated into training, exercise, and drill materials developed for organization staff

6.3 Emergency Incidents for Housing Entities

The definition for an EI presented within the EM Procedure (EOM-ZE0-PR-000001) holds true for Housing entities. However, there are other important factors which must be considered when deciding what constitutes an EI and the thresholds which govern the process.



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6.3.1 Implementing Classes of Emergency Management Plan

Examples of Emergency Incidents which may be considered relevant to the Entity following completion of HVA are provided in Section 1.0. Following identification of relevant EIs, the Entity shall categorize and classify each EI.

Emergency Incident category refers to the 'type' of EI.

Emergency Incident class refers to the 'intensity' of the EI.

El Category	Category	Class
1	Evacuation	A
		B
		C
2	Flood/Hurricane	A
		B
		C
3	Communications outage	A
		B
		C
3	Snow/Ice storm	A
		B
		C
4	Fire	A
		B
		C
5	Chemical or Biological incident	A
		B
		C
6	Earthquake	A
		B
		C

Table 2: Example Emergency Incident Categories

Each category of EI shall correlate to an EM Plan. The EM Plan for each category shall then be placed into classes as follows:

- Class A (i.e. Light)
- Class B (i.e. Medium)
- Class C (i.e. Heavy)

Class A:

The EM Plan can be implemented with minimal disruption to the Housing Entity's normal operations.

Class B:

The EM Plan can be implemented with specific adjustments to be made to the Housing Entity's operations. The Plan may be upgraded to C if thresholds are breached.

Class C:

Implementation of the EM Plan requires major re-organization of Housing and has a high risk of affecting continuity of operations. Back-up systems and resources shall be required given that several critical systems and resources have either reached their design limits or failed completely.



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6.3.2 Communication Protocols

Emergency Incidents should typically require that residents either evacuate the building or remain within their homes as part of a “Lockdown” Procedure. EM Plans shall determine the action to be taken by the Housing Entity such that residents remain well-informed and safe at all times. Communication Protocols for Emergency Incidents associated with Housing entities shall therefore be more robust than those associated with any other sector.

7.0 ATTACHMENTS

1. Attachment 1 - EOM-ZE0-TP-000015 – Emergency Management Plan Template for Housing



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Attachment 1 – EOM-ZE0-TP-000015 – Emergency Management Plan Template for Housing

Introduction

This document contains Emergency Management Plans to be actioned in case of an EI. Each EM Plan contains the steps which should be taken (and by whom) in order to successfully navigate the EI. Based on HVA, the following EIs are most likely to affect the Entity:

- Evacuation
- Flood/Hurricane
- Communications outage
- Snow/Ice storm
- Fire
- Chemical or Biological incident
- Earthquake

Objective

The primary objective of EM Plans is to increase the likelihood that the Entity can suitably address the EI to the extent that:

- Limited harm is caused to people and the environment
- Limited damage is caused to assets
- Critical operations can continue relatively unaffected and normal operations can be returned as soon as possible

The above objective shall be met whilst maintaining a level of agility such that the Entity can respond to circumstances which were unforeseen during the HVA.

Responsibilities

The following individuals shall be assigned roles dependent on the category and classification of the EI:

Responsible	Description
Communications Unit Leader	Responsible for organizing and coordinating internal and external communications during an EI and acting as custodian of all logged/documented communications
Damage Assessment and Control Officer	Provide sufficient information regarding the operational status of the facility during an EI for the purpose of decision/policy making, including those regarding full or partial evacuation
Emergency Management Committee	Group of responsible and accountable people tasked with preparing the organization for an EI and successfully leading the organization through the EI, then capturing lessons learned as part of continuous improvement
Emergency Operating Area Supervisor	Person in charge of the Emergency Operating Area (EOA) as assigned by the Resource Pool Leader. Responsible for the successful set up and management of the EOA
Facility Unit Leader	Supports the Logistics Section Chief by maintaining the integrity of the physical facility to the best possible standard during an EI, ensuring quality and security of supply
Finance Section Chief	Responsible for all financial decision making during the EI, the FSC shall document and approve the acquisition of supplies and services necessary to successfully navigate the Entity through the Emergency Phase
First Aiders	First Aiders shall be trained and competent individuals with responsibility to render first aid to victims at the scene of the EI in support of Emergency Support Services



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FM Director	Responsible for overall management of the FM Department. Must coordinate and supervise FM staff such that quality and security of supply is maintained to the highest possible levels during the EI
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Procurement Unit Leader	Maintains a record of the location of assets at all times, receiving requests for additional assets and identifying the need for procurement
Resource Pool Leader	Rosters staff and volunteers on as needed during the EI. Maintains adequate staff numbers in the Resource Pool
Safety and Security Officer	Person with overall responsibility for safety of personnel within the organization. Sets up and maintains Facility protection and traffic security
Sanitation Systems Officer	Reporting to the Facility Unit Leader, the Sanitation Systems Officer (SSO) monitors the usage of existing sewage and sanitation systems and establishes alternate methods of sanitation, if necessary
Senior Leadership Team	Those responsible for defining organization policies and for successfully running the organization during normal operations
Subsistence Unit Leader	Organizes food and water stores for preparation and rationing during the EI, against forecasted periods of shortage
Transportation Unit Leader	Organizes and coordinates safe and timely transportation of all personnel and resources as required. Manages the fleet of Entity-owned assets and any vehicles donated to the Entity during an EI



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Definitions

Term	Definition
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COO	Chief Operations Officer
CUL	Communications Unit Leader
DRZ	Disaster Relief Zone
EI	Emergency Incident
EM	Emergency Management
EMC	Emergency Management Committee
EMP	Emergency Management Plan
EOA	Emergency Operating Area
EOC	Emergency Operations Center
EOM	Emergency Operations Manual
EP	Emergency Preparedness
EPS	Emergency Preparedness Software
ESS	Emergency Support Services
EWS	Emergency Warning Signal
FM	Facilities Management
FSC	Finance Section Chief
FUL	Facility Unit Leader
HSSE	Health, Safety, Security, and Environment
HVA	Hazard Vulnerability Analysis
IC	Incident Commander
ISP	Internet Service Provider
LPL	Resource Pool Leader
LSC	Logistics Section Chief
NOA	Normal Operating Area
O&M	Operations and Maintenance
OAM	Operating Area Map
PA System	Public Announcement System
PUL	Procurement Unit Leader
SLT	Senior Leadership Team
SSO	Sanitation Systems Officer



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Emergency Incidents

Evacuation

Some EIs which render the Facility unsafe for occupancy, require removal of all personnel from all buildings

Types of Evacuation:

There are 2 types of evacuation which may be required:

1. Partial Evacuation – Personnel are transferred within the campus, in order of preference:
 - a. Horizontally – Personnel are moved horizontally to one side of a set of fire barrier doors
 - b. Vertically – Personnel are moved to a safe area on another floor, or to another building
 - i. If elevators are not in use (i.e. during a localized fire), this type of evacuation may be more difficult due to some people having to be carried/wheeled down stairways
2. Full Evacuation – Personnel are transferred outside existing buildings; to nearby or pop-up Healthcare Facilities

Building shall be evacuated starting with the highest floors as a priority.

Authorization for Evacuation:

1. Evacuation of the facility or portion thereof can only be authorized by:
 - a. Emergency Support Services such as Fire, Civil Defense, Police and National Guard.
 - b. Incident Commander
2. Decision to evacuate from unsafe or damaged areas shall be based on the following information:
 - a. Hazard Surveillance Survey (HSS) – as described in EM Procedure (EOM-ZE0-PR-000001)
 - b. Whether the location to which people shall be evacuated is safer than the location at which they currently reside.

Procedure:

1. General instructions
 - a. Evacuate most hazardous areas first (those closest to danger or farthest from exit)
 - b. Close all windows and doors. If time permits and if able to, shut off oxygen, water, power and gas
 - c. Elevators may be used, except during a fire or following seismic activity wherein they shall not be used
2. Emergency Incident Command Structure
 - a. Activities to take place within the Command Center
 - i. All available information shall be evaluated and Evacuation Plan established, in coordination with Section Chiefs. This shall include:
 - Structural, non-structural and utility evaluation from HSS
 - Status Reports
 - Manpower levels
 - ii. Emergency Evacuation Plan to:
 - Planning Section Chief
 - Liaison Officer
 - Safety & Security Officer
 - Logistics Section Chief
 - Operations Chief
 - b. Liaison Officer
 - i. Maintain contact with Emergency Support Services
 - c. Logistics Section Chief
 - i. Assign Transportation Unit Leader to assemble evacuation teams from Resource Pool.
 - ii. Notify Planning Section Chief.



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- a. Transportation Unit Leader
 - i. Assemble evacuation teams from Resource Pool
 - ii. Ensure availability of transportation
 - iii. Assign specific number of persons to each floor to aid evacuation
 - iv. Arrange transport equipment such as wheelchairs.
 - v. Supervise evacuation
- b. Safety & security officer
 - i. Assign Security personnel to each EOA
 - ii. Close all windows and doors. If time permits and if able to, shut off oxygen, water, power and gas
 - iii. Check that everyone has evacuated as per the Evacuation Plan
 - iv. Place sign at all entrances to buildings which have been evacuated, featuring time and date of evacuation, along with contact telephone number of Incident Commander.
- c. Facility Unit Leader
 - i. Check Job Card
- d. Resource Pool Leader
 - i. Check Job Card

Flood/Hurricane

When a weather warning is issued:

- Tune into local radio and television stations for updates regarding the Weather Warning and follow instructions from Emergency Support Services
- Move valuable possessions away from ground floors and into safe and secure places
- Prepare for evacuation
- When instructed to evacuate, do so as quickly and as safely as possible
- Avoid areas which will be subject to flooding such as basements.
- Close all windows and doors. If time permits and if possible, shut off oxygen, water, power, and gas
- Do not try to cross a stream where water is greater than 6 inches deep; even shallow streams may have currents strong enough to brush people off their feet
- Do not drive over a flooded road to limit the risk of becoming stranded. If the vehicle stalls, abandon it immediately and seek higher ground
- Avoid unnecessary trips (i.e. those which are not dependent on the safety of life or preservation of business critical/high value/irreplaceable assets)
- If travel cannot be avoided, then inform others of your whereabouts and maintain communications
- Move to higher ground and away from rivers, streams, and storm drains
- Do not move barricades or sandbags – these are safety critical items under the control of Emergency Support Services

Communications Outage

In the event of an outage of telephone or internet, alternative means of communication shall be made available. Reinstating communication lines and establishing back up communications shall be a matter of top priority.

Procedure:

- Incident Commander and Communications Officer shall be informed and kept updated on the status of communication lines
- The Public Announcement System (PA System), if available, shall be used to communicate announcements to all personnel within Entity buildings
- Means of communications by mobile telephone (such as: WhatsApp, or Emergency Preparedness Software (EPS) using 5G network) shall be instated
- Telephone and Internet Service Providers (ISP) shall be made aware of the outage and shall return the Facility to service within timescales outlined in the Service Agreement



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For outside lines, call _____.

Contact telephone details of Emergency Support Services and other stakeholders are as follows:

959 – Zain Mobile Customer Service Center
1100 – Mobily Mobile Customer Service Center
1789 – Virgin Mobile Customer Service Center
999 – Police (also 911)
998 – Civil Defense
997 – Ambulance
996 – Highway Traffic Police
995 – Anti-narcotics
994 – Border Patrol/Coast Guard
993 – Traffic Police
992 – Passport Control
990 – Security Center
989 – Public Security
985 – Intelligence Agency
966 – Natural Disaster Hotline
940 – Municipal Services
939 – Eastern region Water and Sewerage Services
933 – Electricity Customer Services
909 – STC Telephone Enterprise Service Call Center
907 – STC Telephone Customer Service Call Center
906 – STC Internet Service Call Center
905 – Telephone Directory
904 – STC Subscribers Telephone Customer Service Center
902 – STC Mobile Customer Service Center

Snow/Ice Storm

During a storm, or upon issuance of a Weather Warning from Civil Defense:

- Incident Commander shall convene Emergency Management Committee as set out this EM Plan
 - Ascertain staffing levels and future needs
 - Determine services and levels of operation to be maintained
 - Determine level and availability of supplies
 - Monitor weather and road conditions

Safety & Security Officer:

- Monitor weather conditions and update Incident Commander

Operations & Maintenance Section:

- Activate snow and ice clearing procedures for car parks, walkways, and entrances
- Lay grit salt as required

Transportation Unit:

- Support in preparation and mobilization of vehicles for transporting staff and customers

Fire

Upon discovering a fire:

- Sound the alarm



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- Activate the nearest Fire Alarm Pull Box
 - Alert Fire Department and on-site Security
 - Alert Incident Commander.
- Rescue
 - Remove all staff and visitors in immediate danger
- Contain
 - Isolate the fire by closing all doors and windows
 - Avoid opening doors and windows during a fire which are already closed
- Extinguish/evacuate
 - Use portable fire extinguishers, if trained and competent to do so, as a means of clearing a path for evacuation
 - If smoke and heat are preventing evacuation, then stay low to the ground, preferably close to an exterior window, and await instruction
 - Keep unauthorized people from entering the area
 - Civil Defense shall have complete authority during a fire. Until the building is safe to enter by other Emergency Support Services

On hearing a Fire Alarm:

- Evacuate the area. Close all windows and doors. If time permits and if possible, shut off oxygen, water, power, and gas
- Know the evacuation routes. Should evacuation be necessary, go to the nearest exit or stairwell and proceed out of the building toward the Assembly Point. Do not use elevators
- Leave the building, move away from fire exits
- Gather at Assembly Point.
- Remain at Assembly Point until instructed that it is safe to leave the Assembly Point
- Ensure name is recorded as having safely evacuated the building

Fire Fighting as a means of escape:

Fight the fire only if ALL of the following requirements are met:

- Fire Department has been notified of the fire
- There is a clear and safe path to safety with the nearest fire exit to your back whilst you are facing the fire to your front
- Fire extinguisher is in good working order
- You are trained and competent to use the fire extinguisher
- The fire is in its very early stages

If you cannot extinguish the fire or if the fire extinguisher becomes empty, get out and get everyone else out of the building immediately, closing all doors behind you as you go. Then ensure that Civil Defense has been contacted.

If there is any doubt regarding the above points, then do not do any of the steps and evacuate the building immediately.

Selecting the right fire extinguisher:

Select an extinguisher as per below table:

Code	Category	Examples
A	Ordinary Combustibles	Paper, paint, wood
B	Flammable Liquids	Gasoline, spirits (not alcohol or cooking oil)
C	Energized Electrical Equipment	Wiring, switchgear
D	Combustible Metals	Magnesium, titanium
K	Cooking Media	Fat, grease, cooking oil



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Full guidance is provided within National Fire Protection Association (NFPA) 10:2018. If in doubt of making the appropriate selection during an Emergency, then read instructions on the fire extinguisher, if time permits. If time does not permit reading of the information contained on the fire extinguisher, then evacuate the building while still safe to do so.

Using the fire extinguisher:

Remove the extinguisher from the wall unit (if applicable)

- Pull the pin
- Aim the nozzle at the base of the fire
- Squeeze the handle
- Sweep side to side at the base of the fire until the fire is extinguished

O&M Department, in collaboration with the Safety & Security Officer, is responsible for ensuring replacement the fire extinguisher after use.

Chemical or Biological Incident

In the event of a Chemical or Biological Incident, the following steps shall be followed:

- Emergency Support Services shall be notified immediately
- Lock down status shall be communicated via PA System and through use of the Emergency Preparedness Software (EPS), if applicable
- Safety & Security Officer shall deploy staff to secure all exits. Exits shall remain secure until the Incident Commander de-activates the Emergency Incident
- Staff shall all wear Personal Protective Equipment (PPE):
 - Dosimeter on collar (as required)
 - Surgical gown
 - Surgical bottoms
 - Waterproof shoe covers (tape to bottoms)
 - Surgical top
 - First pair of surgical gloves (tape to sleeves)
 - Second pair of surgical gloves (untapped and changed as required)
 - Surgical mask
- Emergency Operating Areas (including de-contamination showers, and tents as appropriate) shall be set up by those whom are qualified to do so
- Staffing needs shall be identified and reported to the Command Center

Earthquake

When an earthquake strikes inside the building:

- Duck, Cover, and Hold – Get under a sturdy structure such as a desk and remain there until the earthquake subsides. If situated in a hallway: kneel down back against the wall, cover your head with your hands, and tuck your elbows down to your knees
- Stay calm – Inhale for 5 seconds, exhale for 10 seconds
- Keep away from windows or objects which are likely to fall
- Stay under cover until it appears that the earthquake is over. Be prepared for aftershocks
- Do not use elevators. If you are in an elevator when the earthquake strikes, exit as soon as possible. If the elevator does not move, and doors do not open, press the emergency button for help and wait for assistance. Do not attempt to prize open doors, lift panels, or climb out of the elevator
- Report damage and casualties to Line Manager
- Help injured and disabled people – keep personal safety in mind when helping others
- Follow instructions from Line Management and Emergency Support Services



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When an earthquake strikes outside the building:

- Remain in open areas away from buildings, structures, power lines, or anything at risk of falling
- Move away from fire, smoke, and anything which is a source of ignition
- Proceed to the Emergency Assembly Point, if safe to do so
- Ensure name is registered as safe during roll call

Returning Home:

- Remain with colleagues unless dismissed by Line Management. Once cleared to leave the area, ensure that it is safe to do so
- Do not travel alone; particularly driving alone following an Emergency Incident is prohibited

RACI Matrix

The RACI (Responsible, Accountable, Consulted, Informed) Matrix is designed to be used during delivery of Emergency exercise and drills to track tasks assigned to each member of staff. The RACI shall also be used in conjunction with the Emergency Exercise & Drill Evaluation Form following completion of an Emergency Drill to check that each member of staff fulfilled their designated role.

Key						
	R = Responsible	A = Accountable	C = Consulted	I = Informed		
	Management	Emergency Manager	Emergency Response Personnel	Occupants	Visitors	External Groups
PLANNING						
Commitment	R	A	I	R	R	R
Responsible for the planning	R	A	I	I	I	I
Notification and announcement	C	A	I	I	I	I
IMPLEMENTATION						
To set a good example and take part in drills	R/A	R/A	R/A	R/A	R/A	R/A
Coordinate the drills	R/A	R/A	I	I	I	I
Trigger the alarm, arrange necessary resets (lift, power, etc.)	A	R/A	I	I	I	I
Contact external teams	A	R/A	I	I	I	I
Coordinate exercises	A	R/A	I	I	I	I
Receive reports	R/A	A	I	I	I	I
Record the events and time	I	A	R/A	I	I	I
Count the persons at the assembly point	I	A	R/A	I	I	I
Check facility after evacuation	I	A	R/A	I	I	I
Apply ring	R/A	R/A	R/A	R/A	R/A	R/A
Leave the facility and meet at the assembly point	R/A	R/A	R/A	R/A	R/A	R/A
OUTCOMES RECORDING						
Discuss report and conclusions	R/A	R/A	R/A	R/A	R/A	R/A
Gather all observations	I	R/A	A	I	I	I
Report observations	A	A	R/A	A	A	A
Prepare report	I	R/A	A	I	I	I
Present the outcomes and results	I	R/A	A	I	I	I
Draw conclusions	I	R/A	A	I	I	I

Emergency Drills RACI Matrix



Emergency Management Plan for Housing

Equipment

Depending on the category and class of the EI determined as a result of HVA, the EM Plan shall be developed and shall include a list of envisaged equipment/medicine as per the following format:

Equipment/Medicine Identified	Quantity	Emergency Operating Area

Equipment/Medicine Requirements

Emergency Operating Area Maps

Depending on the category and class of the EI determined as a result of HVA, Operating Area Maps (OAMs) shall be developed.

The OAM shall show, as a minimum:

- EOAs overlaid on top of Normal Operating Areas (NOAs)
- Capacities of the NOAs should also be mentioned alongside capacities of EOAs on these maps
- Equipment installed within each EQA such as fire extinguishers and portable power transformers.

Evacuation Plans

By referring to a Plan schematic of each building through the HVA, Evacuation Plans shall be established. The Evacuation Plan shall feature, as a minimum:

- Nearest escape routes from the location at which the Evacuation Plan is located
- All fire exits
- Fire Alarm Control Panels and Pull Boxes
- Fire extinguishers
- Public Contact Points for Emergency Support Services (as applicable)

Monitoring and Reporting

Dependent on the category and class of the EI determined as a result of HVA, monitoring and reporting requirements shall be established as per the following format:

Report Name	Responsibility	Frequency of Reporting

Monitoring and Reporting Requirements

Appendices

Included within this section any supporting documents, or drawings.