

# Major Incident Plan

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# 1. Major Incident Plan

## 1.1 Aim and Objectives

This Major Incident Plan provides a framework for managing the University's response to an event that poses a significant threat to people, property, reputation or service delivery and which require special measures beyond the day to day to restore operations to normal.

The overarching aim of the Plan is to mitigate the impact of major incidents on the University's core business and to facilitate community recovery and the restoration of normal services.

Within that, key objectives are to:

- protect staff, students and visitors;
- secure the University's infrastructure and facilities;
- resume core business activities as soon as possible;
- maintain the University's good reputation.

The Plan defines the roles and responsibilities of key staff members, provides guidance for all employees on the University's response to a major incident, and establishes procedures for the implementation, testing and review of the Plan. The MIT Coordinator (*University Secretary*) has delegated powers from the Executive Board to take institutional measures as required during major incidents and will report back to the Executive Board at the earliest opportunity.

In the event of a Major Incident, due to the importance of quick and effective decision making, the Major Incident Team have the power to make, or require the making of, urgent decisions that would under normal business circumstances be asked of a Committee. The Team also have the power to override school or directorate local contingency plans where necessary.

## 1.2 Types of Incidents

Major incidents can be emergencies that require immediate action, however they can also have a slower trajectory or emerge from less serious incidents therefore allowing for a more considered response.

A *major incident* is one that involves serious injury or death, is likely to seriously impact on the University's operations or could seriously affect the University's reputation. An incident can range from the death of a student or employee, an allegation of sexual impropriety, a serious fire, flood or power outage affecting critical buildings or systems, to acts of terrorism. A major incident can also result from a non-University event, such as flooding or emergency services disrupting movement in and around the University due to a hostage situation or fire in the vicinity.

This differs from a *relatively minor or local incident* causing no serious physical threat to personnel or property which may result in a limited disruption of services or have impact within a school or directorate only, involve no legal ramifications and pose no threat to the reputation of the University, e.g. a small fire in one area or localised power outage.

## 1.3 Activating the Major Incident Plan

On being notified of an incident, the University Secretary, as Major Incident Coordinator (MIC) for the University, will decide whether it is to be regarded as a Major Incident. On many occasions the seriousness of a situation will be obvious, however in others, such as those involving University reputation, the position may be less clear. Where time and circumstances allow, the MIC will gather available information about the incident to inform their decision on whether to call the MIT together. In their absence, the MIC or Vice Chancellor will nominate a member of the MIT to be the acting MIC.

## 1.4 Major Incident Team Function

A meeting of the Major Incident Team (MIT) will be convened in the event of any major incident or if there is a high risk of a local incident escalating.

The MIT is responsible for minimising risks to people, property and reputation and ensuring business continuity. This will usually involve:

- identifying risks and assessing the likely scale, duration and impact of the incident;
- responding to the immediate operational and strategic implications of the incident;
- establishing the University's priorities in responding in a timely way to the incident;
- allocating resources to enable the agreed response;
- coordinating internal and external communications;
- liaison with external agencies;
- planning for community recovery;
- standing down the team and returning to normal operations.

It may be necessary to establish sub-groups of the MIT to manage aspects of an incident or to co-opt individuals with specific expertise.

## 1.5 Major Incident Team Roles and Responsibilities

The Major Incident Team (MIT) comprises senior representatives of key organisational areas who will manage the University's response to a major incident. The primary membership of the MIT is as follows:

- University Secretary – **Major Incident Coordinator (MIC)**
- Academic Registrar
- Director of Student Life
- Director of Human Resources
- Chief Information Officer
- Head of Communications & Media Relations
- Director of Estates
- MIT Support Officer

To ensure effective coordination and communication, members of the MIT must nominate alternates at the outset should they be unavailable for a period of time or for MIT meetings.

Others with relevant experience, knowledge or expertise may be invited onto the MIT if determined appropriate by the MIC in light of the incident being managed. For example, where the incident affects or has the potential to impact on a student and/or group of students, the relevant Head/Dean of School (or Associate Head/Dean in their absence) will join the MIT, and the Students' Union Chief Executive or Students' Union President.

Whilst it is not necessary for the Vice Chancellor to be a member of the MIT, as they are ultimately responsible and accountable for University activity and incidents, the MIC will ensure the Vice Chancellor is kept engaged and fully informed as a matter of priority. The Vice Chancellor has primary responsibility for liaising with the Governing Body and representing the University in the media.

The following list of responsibilities is not intended to be exhaustive. It aims to outline the primary areas of expertise and contribution of members of the Major Incident Team.

All members will contribute to the implementation of business continuity and community recovery plans as necessary. All members will develop and maintain incident response checklists and procedures for their area of responsibility.

## Major Incident Coordinator

The Chair of the Major Incident Team, in consultation with members of the MIT will:

- decide if and when a Major Incident Team response should be initiated;
- lead and coordinate MIT meetings and the University response;
- keep the Vice Chancellor fully engaged and informed;
- advise on governance issues and information provided to Governors;
- ensure rooms are equipped for major incident coordination;
- delegate specific actions and ensure they are completed;
- authorise the establishment of a Major Incident Team coordination centre if required;
- approve emergency spend which is outside of usual budget limits;
- ensure records are kept;
- secure advice on legal issues as necessary;
- provide advice in relation to the University's insurance provision, having sought advice from the Director of Finance, and ensure engagement with the University brokers, insurers and loss adjusters as required;
- provide advice on health and safety issues;
- ensure liaison point for the Chaplaincy.

### a. Academic Registrar

The Academic Registrar will:

- advise on the potential impact for all Registry-related processes (e.g., student progression, assessment and achievement; the academic calendar; student record management; appeals, complaints and student discipline; changes to programmes of study and the management of quality and standards) both in general terms and for individual student(s);
- oversee access to University student records as required;
- authorise the release of student information;
- advise on potential implications of academic regulations and appropriate procedures to follow if exceptions are required.

### b. Director of Student Life

The Director of Student Life will:

- coordinate campus, residential and student support services response for affected students (and families as appropriate);
- coordinates the security response, including liaison with emergency services and control of building access;
- ensure the coordination of evacuation and/or redirection of people and traffic;
- manage accommodation, mail, cleaning and transport response;
- facilitate contact with friends and families of affected students;
- ensure maintenance of Library services or establish services from an alternative location.

### c. Director of Human Resources

The Director of Human Resources will:

- ensure support to staff and anticipate employment issues including provision of staff and emergency contact details for the Police and emergency services;
- manage access to employee records;
- manage industrial relations, including briefing trades unions where appropriate.

### d. Chief Information Officer

The Chief Information Officer will:

- manage emergency telephone systems and plan for recovery;
- ensure IT services are functioning;
- in the case of an IT outage, plan for reestablishment of services and make arrangements for alternative provision of priority services;

- advise on issues of technological resilience and recovery;
- advise on issues of information security.

e. Head of Communications & Media Relations<sup>1</sup>

The Head of Communications & Media Relations will:

- coordinate internal and external communication;
- set up a media and press briefing centre (if required);
- monitor media reports and social media commentary and liaise with media;
- provide regular updates to MIC and members of MIT regarding local and national media coverage.

f. Director of Estates, Projects and Building Services

The Director of Estates, Projects and Building Services will:

- provide operational support to emergency services;
- ensure buildings are safe and infrastructure services are functioning;
- manage termination of services and repairs to buildings and infrastructure;
- liaise with utilities companies and implements remedial works;
- identify and facilitate alternative accommodation and work spaces.

g. MIT Support Officer

The MIT Support Officer will:

- maintain an up-to-date list of the mobile telephone numbers of the members of the MIT and ensure Security has access to the list;
- coordinates the administrative support, communications, room and equipment required by the MIT;
- keep an accurate record of all decisions made, actions taken and costs incurred during the incident;
- maintain a dynamic risk register and ensure that all relevant documentation is available either electronically or in hard copy;
- ensure that all of the 'house-keeping' needs of the MIT are met.

h. Co-opted Members

In the event of student death or other incident having the potential to significantly impact on students the following will usually be co-opted as members of the Major Incident Team:

- Head of Student Services

The Head of Student Services will:

- assess student needs and provide support to affected students and families;
- facilitate contact with friends and families of students affected;
- establish a recovery room if required;
- liaise with Chaplaincy in relation to student and staff services;
- liaise with local services.

- Director of International

The Director of International will:

- tbc

- London Campus Manager

The London Campus Manager will:

- tbc

- Head/Dean of School

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<sup>1</sup> For external communication purposes, the Head of Communications & Media Relations may be the nominated University spokesperson and their job title altered to reflect this.

The Head/Dean of School will:

- coordinate communication and support for students and staff in the School and anticipate academic implications;
  - advise on the potential impact on teaching and learning activities;
  - ensure continuity of School operations by implementing the necessary response;
  - ensure academic continuity by implementing the necessary response;
  - monitor the practical and emotional needs of staff and students and seeks assistance to meet these if required.
- Students' Union Chief Executive or Students' Union President
- The Students' Union Chief Executive or Students' Union President will:
- liaise with the Students' Union;
  - liaise with relevant clubs and societies;
  - provide intelligence about student needs and concerns;
  - facilitate and coordinate student volunteers;
  - contribute to communication of key messages to students.

Consideration will also be given as to whether to invite certain specialists/advisors to MIT meetings either on a one-off or continuous basis to assist with communication and coordination of activity. Such individuals could be the Director of International, University's Health & Safety Advisor, Chaplain or Security Officer.

Depending on the severity and breadth of impact of the incident, it may be necessary to co-opt other members of the Executive Board. This will be given due consideration by the MIC when convening the first meeting of the MIT.

## 1.6 Major Incident Team Operation

Any student or staff member, upon discovering or being notified of an incident, should call the University's Security Team on **ext: 6444** or **01904 876444**. In the event of phone lines being down the Security team mobile number should be phoned on **07885 201182**.

On receiving notification of an incident, Security Staff will contact the Major Incident Coordinator. If the Major Incident Coordinator cannot be contacted, one of the following should be contacted:

- Academic Registrar
- Director of Student Life

In the event of the MIC convening the MIT, members will be contacted by telephone or email depending on the nature of the emergency and the response required.

Contact details are included within the Emergency Call-Out Directory maintained by Security. This call-out list is reviewed and updated on a regular basis. Members of the MIT and their deputies are required to inform the MIC of any change in their contact details or availability which may impact on their capacity to participate as a member of the MIT.

When called upon in an emergency situation, all members of the MIT must attend meetings unless away from the University and unable to do so. If any member of the MIT is unable to attend they or the Major Incident Coordinator (MIC) should nominate an approved deputy.

A Major Incident room will be identified and equipped for major incident coordination.



## **1.7 Major Incident Plan Implementation and Testing**

Members of the Executive Board and Senior Leadership Team will each be provided with two copies of the Emergency Plan – one to be retained in the office, the other for home use. Copies of the Plan will also be held at the Security office.

A copy of the Plan will be provided to the Students' Union and other external organisations with a presence on the University's campuses and local Emergency Services as appropriate.

Specific training will be provided for members of the Major Incident Team. Desktop simulation, with external input every two years, and an annual 'walk-through' to ensure familiarisation with all Plans and to test the efficacy of this Plan.

This Plan will be reviewed annually by the Major Incident Team and revised as necessary.

Responsibility for the maintenance, revision and dissemination of the Emergency Plan lies with the University Secretary.

## **1.8 Post-event Evaluation**

Following any major incident, the MIC will be responsible for ensuring the evaluation and debrief of the effectiveness of the University's response. A meeting of the Major Incident Team (MIT) will be called, including any members co-opted for the purposes of managing the incident. The team will:

- evaluate the effectiveness of the procedures and performance in those departments who were involved in the incident;
- evaluate the timeliness of their actions;
- record any problems in relation to practice, communication or availability of physical/finance/staffing resource;
- reflect on any learning in terms of whether the incident could have been avoided or whether steps could be taken to mitigate impact should a similar incident happen again;
- record any changes needed to local school/directorate plans to ensure a more efficient response if a similar incident occurs again.

The MIT Support Officer will formally record the evaluation and notify relevant parties of follow-up action needed.

In addition, arrangements will be made to meet with the people who were affected by the incident for debriefing purposes and to make sure everyone has been appropriately supported. Support may need to be ongoing for a period of time for some.

## 2. Major Incident Room

The Major Incident Room (MIR) is the control room for the implementation of the University's Major Incident Plan. It is the role of the MIT Support Officer to identify the room.

### 2.1 Locations

The following YSJU locations have been identified as appropriate to be used (depending on availability) in the event of a Major Incident:

- Holgate, EX106 (University Secretary's office)
- Holgate, EX103 (Chief Operating Officer's office)
- Holgate, EX001 (Vice Chancellor's office)
- St Anthony's House, SA102 (Director of Student Life's office)
- Seminar room, Haxby Road

Holgate EX103 is the preferred location and another room will only be used if this is inaccessible due to the Major Incident. The room at Haxby Road is a last resort and will only be used if all other locations are inaccessible.

In the unlikely event that both Haxby Road and Lord Mayor's Walk are inaccessible, an alternative venue will be identified in discussion with external organisations (e.g. CYC) as necessary. A room in one of the University's halls of residence may be used.

### 2.2 Equipment

The above locations have been chosen, as by the nature of their use they have access to basic equipment needed in the event of a Major Incident:

- phone line;
- wifi;
- PC and printer;
- stationery items;
- list of phone numbers for all MIT members.

They are also conveniently located for photocopying facilities. The presumption is that all members of the MIT will have mobile phones and mobile IT devices to support the work of the Group. To support this, the rooms will be equipped with:

- Mobile phone and equipment chargers and memory sticks storing key documents

### 2.3 Call Centre

In the event of a focused call centre being required, this will be managed by the Campus Services Manager and located in Holgate. In the event that Holgate is not accessible, the call centre will be located in Fountains.

### 3. Guidance for Major Incident Coordinator

#### 3.1 On notification of Incident

- Establish facts as known.
- If incident on University property, ensure affected area has been secured by Security and Emergency Services contacted as appropriate. If necessary, ensure danger areas have been evacuated.
- Establish, if appropriate, if all staff, students and known visitors accounted for.
- Ensure Reception/Switchboard are made aware of incident.
- Decide whether to invoke the Major Incident Plan.

*Where an incident occurs that has the potential to become a major incident, the MIC will inform all MIT members to be on standby and available.*

#### 3.2 In event that Major Incident Plan is invoked

- If appropriate, identify Major Incident Room and Major Incident Team Support Officer to ensure appropriate equipment, IT and communication systems.
- MIT Support Officer to contact Major Incident Team to call to meeting

#### 3.3 First Meeting of Major Incident Team

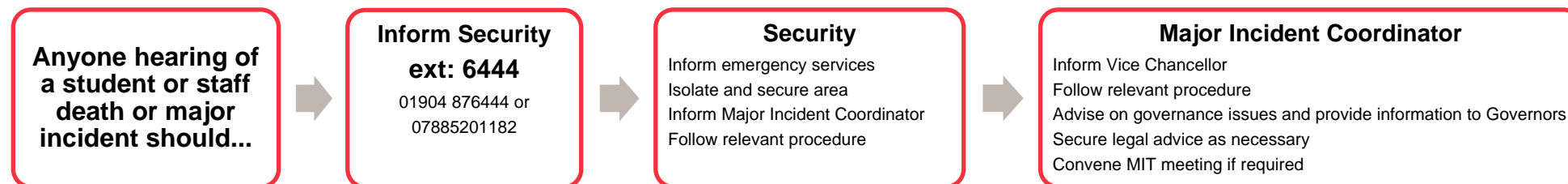
- Brief the MIT on the nature of the Major Incident. Establish the facts:
  - What's happened/what do we know?
  - When did it happen?
  - Who is affected/has the potential to be affected (including the names of deceased, injured if appropriate and known)?
  - Are any students/staff particularly vulnerable?
  - What actions taken so far?
  - Has there been/is there likely to be external interest (media, HSE etc.)?
  - What is being said on social media?
  - Can business be continued?
- Identify whether further information is needed.
- Agree on the 'type' of incident as detailed in the Major Incident Plan.
- Agree who needs to attend Team meetings, including co-optees and experts.
- Confirm roles and responsibilities on the MIT.
- Ensure individuals access their local plans (where appropriate).
- Agree alternates for MIT members.
- Decide what needs to be done (if anything) in relation to:
  - Property (obtain building plans if needed)
  - IT systems
  - People
  - Communications: who needs to know what's happened internally and externally?
- Agree:
  - Immediate/priority actions needed to contain the incident and ensure the welfare of people.
  - Medium term actions.
  - Longer term actions.
- Agree timescales.
- Allocate responsibilities amongst MIT.
- Agree frequency of meetings.
- Do a final check to make sure everything has been considered.

### **3.4 Managing the Incident**

- Co-opt other members as required.
- Ensure an accurate record of events and decisions is kept by the Support Officer
- If the incident becomes protracted, the MIC should consider using nominates to allow MIT members to rest and attend to welfare issues.
- Ensure all matters are being picked up and good flow of communication. Reflect on:
  - are there any students or staff who are particularly vulnerable?
  - how is business continuity being affected?
  - are we engaging effectively with external agencies, e.g. emergency services?
  - are we engaging with/supporting effectively families, as appropriate?
  - is additional support required for the MIT?
  - is the Incident Room resourced appropriately?
- Decide when the MIT can cease to operate.
- Agree process for post-event evaluation and debriefings.

## 4. Major Incident Team Responsibilities: flowchart

### Major Incident Plan – action to be taken by Major Incident Team members



Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted members	MIT Support Officer
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>						
<ul style="list-style-type: none"> <li>Provides MIT members with relevant details of deceased and affected students</li> <li>Anticipates SITS and timetable implications and mitigate impact</li> <li>Updates student records</li> <li>Liaises as required with partner organisations</li> <li>Obtains student details for emergency services</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates campus, residential, and support services for affected students</li> <li>Provides immediate on-the-scene care</li> <li>Arranges alternative accommodation and services if required</li> <li>Provide operational support to emergency services</li> <li>Maintains Library services or establish essential services from an alternative location</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates support for affected staff</li> <li>Obtains staff details for emergency services</li> </ul>	<ul style="list-style-type: none"> <li>Manage emergency telephone systems</li> <li>Ensures all IT services are functioning or make arrangements for alternative provision of priority services.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates internal and external communication and monitor media reports</li> <li>Establishes call centre if required</li> <li>Provides communications releases and advice</li> <li>Monitors social and mainstream media</li> </ul>	<ul style="list-style-type: none"> <li>Provides the required knowledge, expertise or experience to respond to specific incidents</li> </ul>	<ul style="list-style-type: none"> <li>Supports MIC to phone MIT members</li> <li>Identifies Major Incident Room and ensure appropriate equipment available</li> <li>Attends MIT meeting to take notes</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>						
<ul style="list-style-type: none"> <li>Works through implications for academic regulations</li> <li>Plans for recovery and re-establishment of normal services</li> </ul>	<ul style="list-style-type: none"> <li>Arrange ongoing support for affected students</li> <li>Liaise with families re student issues</li> <li>Plans for recovery and re-establishment of normal services</li> </ul>	<ul style="list-style-type: none"> <li>Arrange ongoing support for affected staff</li> <li>Plans for recovery and re-establishment of normal services</li> </ul>	<ul style="list-style-type: none"> <li>Plans for recovery and re-establishment of normal services</li> </ul>	<ul style="list-style-type: none"> <li>Manages media to ensure a consistent message is delivered</li> <li>Plans for re recovery and re-establishment of normal services</li> </ul>	<ul style="list-style-type: none"> <li>Manages local communications</li> <li>Provides local intelligence</li> <li>Provides support to staff and students as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates administrative support and communications for MIT</li> <li>Makes notes of all decisions made and maintains risk register</li> </ul>

## 5. Major Incident Protocols

### 5.1 Staff incident: including death on campus and multiple staff deaths (on or off campus)

#### Major Incident Coordinator

- Lead the Major Incident Team
- Keep Vice Chancellor and Governors informed
- Monitor ongoing response to incident and manage risk

#### External Co-opted Member/s

Students' Union Chief Executive or Students' Union President (if appropriate)

#### Staff Incident – action for Major Incident Team members

Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted member: Head/Dean of School or Professional Service Director
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>					
<i>Stand Down</i> but continue to monitor the situation and reflect on any interventions required of the directorate.	<ul style="list-style-type: none"> <li>• Inform Campus Services Manager in case of queries</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain personal and next of kin details</li> <li>• Liaise with police/authorities as necessary</li> <li>• Inform Head of School/Director</li> <li>• Liaise with HSO if incident on site</li> <li>• Inform Director of Finance</li> <li>• Inform Chaplain</li> </ul>	<i>Stand Down</i> but continue to monitor the situation and reflect on any interventions required of the directorate.	<ul style="list-style-type: none"> <li>• Establish if Media interest</li> <li>• Monitor social media</li> <li>• Manage any press contact</li> </ul>	<ul style="list-style-type: none"> <li>• Inform employee's line manager</li> <li>• Inform senior colleagues</li> <li>• Support line manager in informing colleagues</li> <li>• Identify immediate support needs and essential communications</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>					
Continue to monitor and reflect on any additional contribution required from the directorate.	<ul style="list-style-type: none"> <li>• Ensure students (if appropriate) can access welfare support</li> <li>• Arrange counselling for students who witnessed incident (if appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure colleagues can access welfare support</li> <li>• Arrange counselling for staff who witnessed incident (if appropriate)</li> <li>• Liaise with next of kin; address contractual issues</li> <li>• Liaise with Chaplain re quiet space in Chapel and service arrangements</li> </ul>	Continue to monitor and reflect on any additional contribution required from the directorate.	<ul style="list-style-type: none"> <li>• All staff message (with DoHR)</li> <li>• Manage external interest</li> <li>• Prepare press statement if required</li> </ul>	<ul style="list-style-type: none"> <li>• Inform students (if appropriate)</li> <li>• Arrange support for staff and students with DoHR</li> <li>• Manage employee's email and post</li> <li>• Manage ongoing local communications</li> <li>• Manage comms with external partners</li> <li>• Remove staff member from University website /literature</li> </ul>

**5.2 Student incident:** including death of a student of multiple deaths; student formally reported as missing; potentially fatal illness/injury (on or off University property)

**Major Incident Coordinator**

- Lead the Major Incident Team
- Keep Vice Chancellor and Governors informed
- Monitor ongoing response to incident and manage risk

**External Co-opted Member/s**

- Students' Union Chief Executive or Students' Union President:
- Identify if link to SU/If know close friends; provide support; monitor social media (liaise with Head of Communications & Media Relations)

**Student Incident – action for Major Incident Team members**

Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted member: Head of School	Co-opted member: Head of Student Services
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>						
<ul style="list-style-type: none"> <li>• Verify student(s) name and details</li> <li>• Identify next of kin</li> <li>• Suspend student record if required</li> <li>• Inform Director of Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Inform Head of School</li> <li>• Inform Chaplain</li> <li>• Liaise with police/authorities as necessary</li> <li>• Liaise with HSE if incident on site</li> <li>• Inform Campus Services Manager and Residential team</li> <li>• Ensure Service Desk in FLC are briefed and refer any enquires to External Relations</li> </ul>	<p><i>Stand Down</i> but continue to monitor the situation and reflect on any interventions required of the directorate.</p>	<p><i>Stand Down</i> but continue to monitor the situation and reflect on any interventions required of the directorate.</p>	<ul style="list-style-type: none"> <li>• Coordinate internal and external comms</li> <li>• Manage any press contact</li> <li>• Monitor social and mainstream media</li> </ul>	<ul style="list-style-type: none"> <li>• Notify personal tutor and other colleagues</li> <li>• Arrange for students to be spoken to (with HoSS)</li> <li>• Provide School info about student(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Brief team for support</li> <li>• Speak to students with Head of School</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>						
<ul style="list-style-type: none"> <li>• Advises on progress and award decisions, including posthumous awards if applicable</li> <li>• Ensure student record set correctly</li> <li>• Inform SLC if required</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure students (if appropriate) can access welfare support</li> <li>• Maintain communications with external authorities</li> <li>• Liaise with Chaplain re quiet space in Chapel and service arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure staff aware of and able to access support (if appropriate)</li> </ul>	<p>Continue to monitor and reflect on any additional contribution required from the directorate.</p>	<ul style="list-style-type: none"> <li>• Manages media to ensure a consistent message is delivered</li> <li>• All staff messages</li> <li>• All student messages</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate information to the School</li> <li>• Monitor support for staff and students</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison with family</li> <li>• Ensure ongoing support for students</li> <li>• Liaise with Health Centre (if appropriate)</li> <li>• Liaise with hospital and Coroner (if appropriate)</li> </ul>

**5.3 Incident impacting on the physical estate:** *including loss of University building or complete loss of LMW campus (through severe weather or otherwise), power outage, situation requiring all-site evacuation (e.g. bomb threat)*

<p><b>Major Incident Coordinator</b></p> <ul style="list-style-type: none"> <li>• Lead the Major Incident Team</li> <li>• Keep Vice Chancellor and Governors informed</li> <li>• Monitor ongoing response to incident and manage risk</li> <li>• Secures legal advice as necessary and informs Director of Finance in relation to the University's insurance</li> </ul>	<p><b>External Co-opted Member/s</b></p>
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**Incident impacting on the physical estate – action for Major Incident Team members**

Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted member: Head of Estates Projects & Building Services
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>					
<ul style="list-style-type: none"> <li>• Provide details of student groups affected</li> </ul>	<ul style="list-style-type: none"> <li>• Identify students affected and ensure accounted for.</li> <li>• Arrange alternative student accommodation (if appropriate)</li> <li>• Identify teaching delivery and timetable implications</li> </ul>	<ul style="list-style-type: none"> <li>• Identify staff affected and ensure accounted for.</li> <li>• Agree immediate working plans and locations</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all ICT services are functioning or make provision for alternative service for priority areas.</li> <li>• Anticipate operational and academic implications.</li> <li>• Ensure remote access to services and learning resources</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinates internal and external communication and monitor media reports</li> <li>• Establishes call centre if required</li> <li>• Provides communications releases &amp; advice</li> <li>• Monitors social and mainstream media</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with Security &amp; Emergency Services to restrict access and/or evacuate.</li> <li>• Determines type and scale of building(s) affected.</li> <li>• Obtains maps/plans of affected areas</li> <li>• Identify alternative space</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>					
<ul style="list-style-type: none"> <li>• Anticipates implications for programme delivery and assessment</li> <li>• Monitors implications for student progress and award</li> <li>• Advises on contingency procedures for assessment – seek approvals</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure support for students as necessary</li> <li>• Maintains Library and other priority Services from alternative locations if necessary</li> <li>• Set up online and telephone Library support</li> </ul>	<ul style="list-style-type: none"> <li>• Advise on flexible working approaches strategies to ensure business continuity</li> <li>• Ensure payroll arrangements</li> <li>• Ensure support for staff as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Plans for re recovery and re-establishment of normal services</li> <li>• Set up online and telephone IT support</li> </ul>	<ul style="list-style-type: none"> <li>• Manages media to ensure a consistent message is delivered</li> <li>• Ensure regular internal communications</li> </ul>	<ul style="list-style-type: none"> <li>• Identify alternative building arrangements.</li> <li>• Engage contractors/external advisors as required.</li> <li>• Manage salvage exercise (equipment etc.)</li> <li>• Manage termination of services and repairs</li> <li>• Liaise with utilities companies</li> <li>• Ensure buildings safe and infrastructure services in place prior to reoccupation</li> </ul>



**5.4 IT infrastructure failure: including loss of main server or all servers**

<p><b>Major Incident Coordinator</b></p> <ul style="list-style-type: none"> <li>• Lead the Major Incident Team</li> <li>• Keep Vice Chancellor and Governors informed</li> <li>• Monitor ongoing response to incident and manage risk</li> <li>• Secures legal advice as necessary</li> </ul>	<p><b>External Co-opted Member/s</b></p>
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**IT infrastructure failure – action for Major Incident Team members**

Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted member: Deputy Director ITS	Co-opted member: Head of Estates Projects & Building Services
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>						
<ul style="list-style-type: none"> <li>• Advises on immediate academic implications</li> <li>• Liaise with external bodies affected by disruption</li> </ul>	<ul style="list-style-type: none"> <li>• Establish impact on Security provision and CCTV</li> <li>• Establish impact on telephones</li> <li>• Brief Reception so know where to direct enquiries</li> <li>• Assist with student communications</li> </ul>	<ul style="list-style-type: none"> <li>• Identify staff affected</li> </ul>	<ul style="list-style-type: none"> <li>• Provides details of failure and impact on operations</li> <li>• Anticipates operational and academic impact</li> <li>• Engages external advisors as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish impact on external relationships and determine means of communication</li> <li>• Coordinate communication – staff and students</li> <li>• Establish call centre if required</li> <li>• Monitor social and mainstream media</li> </ul>	<ul style="list-style-type: none"> <li>• Provides expert advice on impact of failure and anticipated recovery needs and time</li> <li>• Provides advice on impact on core services</li> <li>• Coordinates technical staff for emergency response</li> </ul>	<ul style="list-style-type: none"> <li>• Provide advice on Estate implications</li> <li>• Ensure infrastructure services are functioning</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>						
<ul style="list-style-type: none"> <li>• Advise on longer-term impact on student academic experience and impact on regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure support for students as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Advise on staff contractual issues</li> <li>• Help identify alternative working options</li> <li>• Liaise with Director of Finance to secure payroll</li> </ul>	<ul style="list-style-type: none"> <li>• Make arrangements for alternative provision of priority services</li> <li>• Plan for re recovery and re-establishment of normal services</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure regular communications</li> <li>• Advise on issues with potential reputational impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Lead team to reinstate services</li> <li>• Keep MIT updated on progress and timescales</li> </ul>	<ul style="list-style-type: none"> <li>• Support ILS with Estate solutions to reinstate IT delivery</li> <li>• Plan for re recovery and re-establishment of normal services</li> </ul>

**5.5 Incident with reputational impact:** *including visitor death or multiple visitor deaths on University property, criminal behaviour of employee or student*

<p><b>Major Incident Coordinator</b></p> <ul style="list-style-type: none"> <li>• Lead the Major Incident Team</li> <li>• Keep Vice Chancellor and Governors informed</li> <li>• Monitor ongoing response to incident and manage risk</li> <li>• Secures legal advice as necessary</li> </ul>	<p><b>External Co-opted Member/s</b></p> <p>Students' Union Chief Executive or Students' Union President (if student incident):</p> <ul style="list-style-type: none"> <li>• Identify if link to SU/If know close friends; provide support; monitor social media (liaise with Head of Communications &amp; Media Relations)</li> </ul>
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**Incident with reputational impact – action for Major Incident Team members**

Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted member: Head of School or Professional Service Director
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>					
<ul style="list-style-type: none"> <li>• Obtain student and programme details</li> <li>• Liaise with police if student incident</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain visitor details</li> <li>• Identify reason for visitor on site (if appropriate)</li> <li>• Inform HSO (if appropriate)</li> <li>• Inform Reception where to direct queries</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain staff details</li> <li>• Identify reason for visitor on site (if appropriate)</li> <li>• Inform HSO (if appropriate)</li> <li>• Inform Head of School/Director</li> <li>• Liaise with police (for non-student incident)</li> </ul>	<p><i>Stand Down</i> but continue to monitor the situation and reflect on any interventions required of the directorate.</p>	<ul style="list-style-type: none"> <li>• Establish press interest</li> <li>• Review social media</li> <li>• Coordinate internal and external communications</li> </ul>	<ul style="list-style-type: none"> <li>• Provide emergency contact details if visitor incident</li> <li>• Inform senior colleagues and relevant staff</li> <li>• Speak to students on prog (if applicable)</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>					
<ul style="list-style-type: none"> <li>• Advises School re: academic regulations and Registry procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure students can access support (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>• Manage contractual issues (if staff member)</li> <li>• Ensure colleagues can access support (if applicable)</li> <li>• Continue to liaise with police and authorities</li> </ul>	<p>Continue to monitor and reflect on any additional contribution required from the directorate.</p>	<ul style="list-style-type: none"> <li>• Manages media to ensure a consistent message is delivered</li> <li>• Monitors press and publicity around incident</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate information to the School</li> <li>• Monitor support for staff and students</li> </ul>

**5.6 External threat: including terrorist threat or acts of war**

<p><b>Major Incident Coordinator</b></p> <ul style="list-style-type: none"> <li>• Lead the Major Incident Team</li> <li>• Responsible for immediate/urgent decision on actions</li> <li>• Keep Vice Chancellor and Governors informed</li> <li>• Monitor ongoing response to incident and manage risk</li> </ul>	<p><b>External Co-opted Member/s</b></p>
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**External threat – action for Major Incident Team members**

Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted member: Head of Estates Projects & Building Services
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>					
<ul style="list-style-type: none"> <li>• Identify any student cohorts who could be at risk</li> <li>• Support communication with relevant student cohorts</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure Security are briefed</li> <li>• Ensure police are informed of threat</li> <li>• Arrange for search of area if safe</li> <li>• Support decision regarding evacuation</li> <li>• Monitor situation if safe to do so</li> <li>• Contain impact (if possible)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify staff who could be at risk</li> </ul>	<ul style="list-style-type: none"> <li>• Support emergency communications through IT systems</li> <li>• Assist in evacuation of FLC</li> <li>• Ensure remote access to services and learning resources</li> <li>• Secure IT systems if possible to facilitate continued communications</li> </ul>	<ul style="list-style-type: none"> <li>• Establish communication means to support safety first and then business continuity</li> <li>• Ensure consistent and clear communications, including through website</li> <li>• Manage media interest</li> <li>• Determine press release</li> </ul>	<ul style="list-style-type: none"> <li>• Organise the evacuation of the site/area of the site</li> <li>• Ensure relevant fire alarms are triggered if required</li> <li>• If safe to do so, ensure utilities and services which may cause further issue if damaged are shut down (e.g. by flooding/explosion)</li> <li>• Make available internal building plans to support action</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>					
<p>Continue to monitor and reflect on any additional contribution required from the Directorate.</p>	<ul style="list-style-type: none"> <li>• Ongoing support for, and advice to, Security</li> </ul>	<ul style="list-style-type: none"> <li>• Provide advice on staff contractual issues if situation continues</li> </ul>	<ul style="list-style-type: none"> <li>• Source a location for temporary learning centre</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain regular communications</li> <li>• Establish call centre to handle enquiries if needed</li> <li>• Monitor social media</li> <li>• Regular updating of web information</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure alternative accommodation or office space is available if evacuation continues</li> </ul>

## 5.7 Contagious diseases: such as meningitis, pandemic flu

<p><b>Major Incident Coordinator</b></p> <ul style="list-style-type: none"> <li>• Lead the Major Incident Team</li> <li>• Notify local Consultant in Communicable Diseases Control</li> <li>• Keep Vice Chancellor and Governors informed</li> <li>• Monitor ongoing response to incident and manage risk</li> </ul>	<p><b>External Co-opted Member/s</b></p> <p>Health Centre Manager</p> <ul style="list-style-type: none"> <li>• Provide professional advice and guidance on containing disease and preventing spread; produce factsheets/guidance; run briefings for students (and staff); set up dedicated phone line; NY Health Protection Unit may need to join MIT</li> </ul> <p>SU Chief Executive or SU President</p> <ul style="list-style-type: none"> <li>• provide advice re impact on students and in particular about planned events that may need to be cancelled</li> </ul>
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### Contagious diseases – action for Major Incident Team members

Academic Registrar	Director of Student Life	Director of Human Resources	Chief Information Officer	Head of Communications & Media Relations	Co-opted member: Head of Student Services
<b>Immediate actions (day of occurrence) – follow own incident checklist</b>					
<ul style="list-style-type: none"> <li>• Determines students affected/programmes of study</li> <li>• Advises on potential academic impact in relation to student absence</li> </ul>	<ul style="list-style-type: none"> <li>• Determines students affected/at risk and provides guidance on absence.</li> <li>• Brief Accommodation team and ensure alternative student accommodation if required.</li> <li>• Advise HSO and Chaplain</li> <li>• Advise Campus Services Manager re room cleans</li> <li>• Security: Restrict access to areas of campus</li> </ul>	<ul style="list-style-type: none"> <li>• Determines staff affected/at risk and provides guidance on fitness to work.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring remote access to services and learning resources</li> <li>• Ensure remote communication can be maintained for staff and students</li> </ul>	<ul style="list-style-type: none"> <li>• Issue immediate guidance in particular for Reception and Student Advice Desk</li> <li>• Coordinate internal and external communications and monitor media reports</li> <li>• Establishes call centre if required</li> <li>• Monitor social and mainstream media</li> </ul>	<ul style="list-style-type: none"> <li>• Inform Student Information Desk team in relation to managing queries</li> <li>• Alert Medical Centre and seek advice (as above)</li> <li>• Alert local Health Protection Team if necessary (Medical Centre may do this)</li> </ul>
<b>Longer-term actions (day two onwards) – begin with MIT meeting to review and plan</b>					
<ul style="list-style-type: none"> <li>• Monitors implications for student progress and award</li> <li>• Advises on contingency procedures for assessment – seek approvals</li> <li>• Advises on managing student absence</li> </ul>	<ul style="list-style-type: none"> <li>• Advises on attendance strategies to ensure business continuity</li> <li>• Decisions re closure of accommodation – source alternatives</li> <li>• Set up online and telephone Library support</li> </ul>	<ul style="list-style-type: none"> <li>• Advises on flexible working approaches and recruitment/attendance strategies to ensure business continuity</li> <li>• Ensure payroll arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Set up online and telephone IT support</li> </ul>	<ul style="list-style-type: none"> <li>• Manages media to ensure a consistent message is delivered</li> <li>• Ensures regular communications to staff and students</li> <li>• Cancel any events or conferences as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing liaison with Health Centre and HPT</li> <li>• Liaison with hospital</li> </ul>