MAJOR INCIDENT AND BUSINESS CONTINUITY PLAN

Major Incident and Business Continuity Plan

Plan, Roles and Responsibilities

Oct 2018

Contents

SECTION 1:   SUMMARY

1.   The University Risk Register outlines strategic risks (SR) for the University, SR 3 relates to the unexpected loss of the site and identifies a Business Continuity and Major Incident Plan as key mitigating activity to manage that risk.

2.   The strategic objectives of this plan are to provide the following:

      a.   The safety of our students and staff.

      b.   The continued operation of the organisation.

      c.   The maintenance of our reputation.

3.   Operational priorities in the event of an incident that fall out of these strategic objectives are:

      a.   To ensure the safety of personnel deployed at the incident

      b.   Continued provision of services required by students and staff.

      c.   Maintain management oversight, including financial control.

      d.   Maintain payment to suppliers and staff in a timely manner.

      e.   Mitigate any further damage

4.   The Major Incident Plan (MIP) concentrates on dealing with major emergencies involving physical damage to University assets, incidents that threaten the health and safety of personnel, the operational structure and/or reputation of the University and incidents which require special measures to restore operations to normal.

5.   Certain incidents (e.g. outbreaks of meningitis or other diseases, food poisoning, injury to students or staff et al) will be covered by separate specific protocols and would not normally require this MIP to be activated. This MIP can however be activated if the extent of any incident, including those with separate protocols, is deemed serious enough to warrant activation.

1.1 THE APPROACH

Definition of "Major Incident"

6.   For the purposes of this Plan a "major incident" is an incident which, because of its scale or impact, is beyond the scope of resolution by normal mechanism or decision making authority within acceptable time scales. It will be of such scale that the University will be unable to deliver a substantial element of its core activities, and may require the large scale deployment of some, or all, of the combined resources of the Emergency Services, including the Police Service, Fire and Rescue Service, and the Ambulance Service. It may also require the resources of the Richmond and Twickenham Healthcare Service and Primary Care Trust, Richmond Borough Council, the British Red Cross, and St John Ambulance. The incident may require:

- the mobilisation and organisation of the above Emergency Services and supporting organisations, to cater for the threat of death, serious injury or homelessness to a large number of people;
- the rescue and transport of a large number of casualties;
- the involvement either directly or indirectly of large numbers of people;
- the handling of a large number of enquires likely to be generated both from the public and the news media.

7.   In these circumstances, and following consultation with the Emergency Services at the incident site, the University's BCP may be invoked, and the Major Incident Team (MIT) activated. Any of the responding Emergency Services may declare a major incident but the University's BCP shall only be activated if it is deemed appropriate by the University. The Director of Estates and Campus Services, or appropriate Head of Faculty / Service, after seeking information on the extent and impact of the occurrence, will liaise with the MIT Coordinator to decide if the BCP should be invoked.

8.   Possible incidents that would result in the MIP being invoked might involve any of the following:

- terrorism – bombs, sabotage, arson;
- major fire; or aircraft crashing into a University building;
- incident involving a number of student and/or staff fatalities;
- neighbouring hazards – chemical/explosive operations;
- chemical explosion at a University building;
- biological incident, or radiation leak, at a University facility.

9.   Beneath the level of "major incident" will be serious incidents, i.e. those incidents that do not cause significant disruption to the University's core activities, or require the prolonged aid of the Emergency Services and supporting organisations. Procedures to be adopted in these circumstances may be found in "University Protocols in the Event of Serious Incidents" (Serious Incident Response Plan)

10.   A successful response to a major incident may require effective evacuation of the incident area, and co-ordination of local agencies. Therefore it is imperative that the strategic objectives are recognised at the earliest possible moment.

11.   In the event of an incident involving fatalities all enquiries regarding casualties should be directed towards the Police Service. When it becomes clear that no further lives can be saved the following tactical activities will be prioritised:

- arranging relocation of survivors;
- recovery of any deceased in a dignified manner, which ensures the integrity of their identification;
- assisting with identification of the victims in order that the Police Service may inform the next of kin as soon as possible;
- investigating the incident, obtaining and securing all available evidence in conjunction with other investigative bodies, where applicable; and
- in liaison with the Emergency Services, ensuring an appropriate response to the media. Police Service will normally agree to co-ordinate the media response for the Emergency Services at a major incident.

12.   At the University, prioritisation will relate to issues surrounding:

- activating and co-ordinating the overall University response;
- obtaining full and factual information;
- establishing an effective and appropriate communications strategy reassuring survivors and their families through appropriate support systems;
- delivering an appropriate, and consistent response to the media at the incident and at the University;
- ensuring communications are open, factual, accurate, and seek to reassure those directly involved and the public in general;
- safeguarding the University's reputation; and
- ensuring continuity of business.

13.   Any deviation from these objectives should be recorded together with the casual factors that provoked the deviation.

14.   The operational delivery is achieved through the use of a clear escalation procedure using Bronze, Silver and Gold Teams. The teams are laid out in the next section.

15.   **Escalation Protocol and points of contact.** The Plan makes provision for the establishment of a Major Incident Team (MIT) of pre-nominated individuals who will be responsible for the immediate handling of the incident and for co-coordinating the University's response to the incident. Their first objective will be to establish the extent of the incident and to ensure correct information is provided to all parties involved. The MIT will subsequently establish immediate response strategies and tactics, deploy appropriate resources and initiate emergency-recovery processes.

	Contact Numbers		
	Work	**Home**	**Mobile (Primary)**
Bronze Team			
Chair			
George Jenkin	**020 8240 4042**		████████
Terry Bhogal	**020 8240 4263**	████████	████████
Gavin Hindley	**020 8240 8281**		████████
Graeme Woolger	**020 8240 4242**		████████
Craig Vitulli	**020 8240 4839**		████████
Hilda Graves	**020 8240 4068**		████████
Hew Miles	**020 8240 2332**		████████
TBN (log)			
Silver Team			
Chair			
Simon Williams	**020 8240 2383**		████████
Gwen O'Leary	**020 8240 8239**		████████
Chris Paget	**020 8240 4072**		████████
Richard Prescott	**020 8240 4083**		
Chris Johnson	**020 8240 4823**	████████	████████
Richard Solomon	**020 8240 4378**	████████	████████
Sue Whitham	**020 8240 4189**	████████	████████
Charlotte Gibb (log)	**020 8240 4829**		████████
Gold Team			
Chair			
Francis Campbell	**020 8240**		████████
Jo Blunden	**020 8240 4169**		████████
John Unsworth	**020 8240 4245**		████████
John Brewer	**020 8240 4201**	████████	████████
John Charmley	**020 8240 4191**		
Sammy Massiah	**020 8240 8266**		
Emily Tyler (log)	**020 8240 4001**		

16.   When activated the MIT will meet in one of a number of pre-designated Major Incident Control Rooms which will form the focus for the University's immediate response to the incident.

17.   An assessment of a reported incident will be made by the MIT at the time but the following can be used as a general guide for defining levels of incident:-

►**Bronze Level:** a relatively minor or local incident causing no serious physical threat to personnel or property. May result in a limited disruption of services, involve no legal ramifications and pose no threat to the reputation of the University. Procedure will generally be as Section 2a i.e. Operational Teams such as Security activated.

MIP/MIT activated: NO.

►**Silver Level**: situations or incidents which pose a potential threat to personnel or property and/or can cause disruption to the operation of the University. May threaten the reputation or status of the University or have potential legal ramifications. May involve the isolation and/or evacuation of part of a building and assistance from the external Emergency Services. This will require the involvement of the Emergency Services Liaison Officer and areas of the University will be under Emergency Services Control i.e. activation of Tactical Teams such as Facilities Management Services and Health & Safety.

MIP/MIT activated: POSSIBLY

►**Gold Level:** major incidents which (if not already) have the potential to escalate quickly into disasters. Will significantly affect the University community and/or the reputation or status of the University. May compromise the functioning of an entire department or facility, building or group of buildings, causing disruption to the University's overall operation. Major efforts required from the University's own support services as well as from the external Emergency Services. This will require the involvement of the Emergency Services Liaison Officer and areas of the University will be under Emergency Services Control i.e. the activation of the Strategic Team including Senior Staff at the University.

MIP/MIT activated: YES

18. **Testing and Review.** The Plan will be tested annually by a simulation exercise involving members of the MIT (see also 1.3).

19. **Distribution**. All pre-nominated members of the MIT will receive a copy of the Plan. In addition copies will be provided to University management as required. Full details of Plan holders will be maintained. The existence of the University's MIP is advised to the University community by means of an abridged guidance document.

1.2 OPERATIONAL PROCEDURES

20. The University's response to and recovery from a major incident is achieved by the MIT working to Checklists (see also section 5 of this plan) provided for each Team Member within this Plan. These Checklists enable daily objectives to be set, priorities established and tasks assigned.

21. The MIT shall meet as regularly as necessary for status reporting, debriefing etc and not less than every 24 hours during the first 5 days following Call-Out. Meetings will take place in a nominated Major Incident Control Room at 7.30 a.m. (unless otherwise instructed).

22. Any Team Member receiving notification of a potential disaster is required to implement the Team Call-Out procedure.

23. In the event of public or media interest, (see also section 4 of this plan) Team Members must refer enquiries to the Team Spokesperson and avoid comment of their own.

1.3 MONITORING AND REVIEW

24. The Health and Safety Officer will be responsible, with advice from the other members of the Team, for monitoring developments throughout the year that may impinge on the effectiveness of the Plan and will report these to the Health and Safety Committee for Major Incident Review.

25. The Plan will be reviewed annually by the University Secretary and a report made as part of the University's Risk Management Policy.

26. A simulation exercise will be undertaken every year, involving all members of the MIT. This exercise may be phased in order to limit disruption to University operations. Feedback on the operation of the Plan from such exercises and also from any real incidents that may occur shall be made available as part of the University's Risk Management Policy.