

Risk Management Group

Incident Management Plan

1.0 Introduction

- 1.1 Many problems are dealt with on a day-to-day basis but a major disruption, which could arise from a variety of sources, could damage the University and its reputation. This document provides a framework for dealing with incidents that cannot be managed using normal day to day procedures, including 'major incidents'.
- 1.2 Each incident will vary in terms of scale, impact and duration requiring flexibility in the response. Major incidents involving the emergency services will need an immediate and dynamic response. However, a major incident may also result from a slowly developing situation or set of circumstances: for example a small scale leak that cannot be traced may over time develop into a serious flood; a short term interruption of power may not be able to be corrected as quickly as originally thought. Incidents impacting reputation can often be slow to develop.

2.0 Aims and Objectives

- 2.1 This Incident Management 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 requires special measures beyond the day to day to restore operations to normal.
- 2.2 The overarching aim of the Plan is to mitigate the impact of major incidents on the University's core business, and to facilitate 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.
- 2.3 The Plan defines the roles and responsibilities of key staff members and establishes procedures for the implementation, testing and review of the Plan.

3. Roles and Responsibilities

- 3.1 **Major Incident Co-ordinator (MIC).** Once an incident escalates to a 'major incident' (requiring a silver level response) a senior member of the University's management team must be party to and lead the incident response. This role is referred to as the Major Incident Co-ordinator and will be taken by the Chief Information & Infrastructure Officer or, in his absence, another member of the VCG.
- 3.2 **Incident Control Manager (ICM).** Effective incident management requires a single manager to be in overall charge of the immediate response. In the event of an

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incident triggering a bronze response, a senior manager from the first response team(s), e.g. a Facilities Duty Manager, will take the role of the **Incident Control Manager** (ICM). The ICM will manage the immediate response to mitigate the impact of an incident. All others responding directly to the incident (the 'Incident Response Team') will work under the direction of the ICM. The ICM is responsible for making operational decisions to deal with the impact, and for communicating progress upwards to the MIC during an incident.

- 3.3 **Directors of Services etc.** Local Contingency Plans are required by the services that contribute to the Major Incident Team (listed in Section 3.9 - 3.14). The individual plan owners are responsible for reviewing and maintaining their plans to ensure they remain up to date, and for ensuring document security. The following Plans are required.

Local Contingency Plan requirement	Plan Owner
Responsible for maintaining an up to date communications plan detailing both the internal and external methods of communicating necessary information, such as through social media, during an incident.	PVC, External relations.
Responsible for maintaining an up to date plan for responding to incidents that impact the estate's building infrastructure.	Director of Estates and Facilities.
Responsible for maintaining an up to date plan for student health related incidents, including contagious diseases.	Head of Student Services
Responsible for maintaining an up to date plan for responding to incidents that impact the ICT infrastructure of the University.	Head of ICT.
Responsible for maintaining an up to date plan for staff health related incidents.	Chief People Officer

- 3.4 **All those who may be required to play a role during an incident** are required to attend and participate in appropriate training and planning exercises in order to rehearse their role. They are also required to maintain their contact information up to date, both locally and centrally.

- 3.5 **Every member of staff** will discharge their normal responsibilities during an incident, although they may be required to re-prioritise or fill in for absent

colleagues if required, and take direction from nominated role holders who are not their normal line manager, e.g. the Incident Control Manager.

- 3.6 The *Risk Management Group (RMG)* keeps this Plan under regular review and update it as required. There will also be a formal annual review by RMG.

Specific Roles and Responsibilities for members of the Major Incident Team (MIT)

- 3.7 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. Directors of Services are required to nominate a sufficient number of 'accountable managers' to ensure an individual from their Service is available to participate in the MIT when convened. All members will contribute to the implementation of business continuity and recovery plans as necessary. Members will develop and maintain incident response procedures and checklists for their area of responsibility as indicated in the following paragraphs (3.9 - 3.14).

3.8 Major Incident Coordinator

Will chair the Major Incident Team, and 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 VCG fully engaged and informed;
- advise on governance issues and information provided to Governors;
- ensure rooms are equipped for major incident coordination;
- appoint the MIT Support Officer;
- 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 Estates and Facilities, and ensure engagement with the University brokers, insurers and loss adjusters as required.

Further guidance for the MIC is provided in Appendix 1.

3.9 External Relations - nominated accountable manager

Responsible for maintaining an up to date communications plan detailing both the internal and external methods of communicating necessary information, such as through social media, during an incident.

- 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.

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- Provide regular updates to Chair and members of MIT regarding local and national media coverage.

3.10 Estates & Facilities - nominated accountable manager

Responsible for maintaining an up to date plan for responding to incidents that impact the estate’s building infrastructure. This will include details of the emergency response available through the University’s insurers and support that may be required from other 3rd party companies/organisations.

- 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 implement remedial works.
- Identify and facilitate alternative accommodation and work spaces.
- Coordinate campus, residential, and other support services response for affected staff and students (and families as appropriate).
- Manage accommodation, mail, cleaning, and transport response.
- Coordinate 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
- Provide advice on health and safety issues.

3.11 Student Services - nominated accountable manager

Responsible for maintaining an up to date plan for student health related incidents, including contagious diseases.

- Assess student needs and provide support to affected students and families.
- Facilitate contact with friends and families of students affected.
- Establish recovery room if required.
- Liaise with Spirituality and Reflection Service in relation to student and staff services.
- Liaise with local services.

3.12 Information and Communications Technology - nominated accountable manager

Responsible for maintaining an up to date plan for responding to incidents that impact the ICT infrastructure of the University.

- Ensure ICT services are functioning.
- In the case of an IT outage, plan for re-establishment of services and make arrangements for alternative provision of priority services.
- Advise on issues of information security.
- Advise on issues of technological resilience and recovery.

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3.13 Registry Services & Student Systems - nominated accountable manager

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

3.14 People and Development - nominated accountable manager

Responsible for maintaining an up to date plan for staff health related incidents.

- Assess staff needs and provide support to affected staff and families.
- Facilitate contact with friends and families of staff affected.
- Establish recovery room if required.
- Liaise with the Spirituality and Reflection Service in relation to staff services.
- Ensure support to staff and anticipate employment issues including provision of staff and emergency contact details for the Police and emergency services.
- Liaise with local services.
- Manage access to employee records.
- Manage industrial relations, including briefing trades unions, where appropriate
- Facilitate contact with friends and families of affected staff.

3.15 MIT Support Officer

In order for an MIT to function efficiently, it must have a nominated MIT Support Officer to provide the necessary administrative support. The Major Incident Co-ordinator is responsible for appointing one or more members of staff to support the work of the MIT. At least one member of VCO will be nominated in this role. Those identified as possible MIT Support Officers will receive training in the role.

- Maintain an up-to-date list of the mobile telephone numbers of the members of the MIT (this will be the 'Central Call Out list'), and distribute this as appropriate.
- Co-ordinate the administrative support, communications, room and equipment required by the MIT.
- Maintain a central folder of supporting documentation and equipment to enable the MIT to function. This will include sufficient copies of the Incident Management Plan, notebooks, and necessary document templates to record events, pens etc, and the central call out list.
- Convene the MIT on instruction of the Chair.

- Agree with the Chair a suitable meeting location and the dates and times for meetings.
- Contact other MIT members and notify them of the meeting arrangements.
- Keep an accurate record of all decisions made, actions taken and costs incurred during the incident, recording these on an Event Log.
- Maintain a dynamic risk register during an incident 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, including providing documentation for the MIT, and if necessary, arranging refreshments.

3.16 Co-opted Members

Depending on the severity and breadth of impact of an incident, it may be necessary to co-opt other members of the Senior Management Team (SMT). This will be given due consideration by the MIC when convening the first meeting of the MIT. This might include;

Directors of School

- 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 seek assistance to meet these if required.

PVC Students and Teaching

- Ensure maintenance of Library services or establish essential services from an alternative location.
- Advise on the potential impact on teaching and learning activities.

Chief Executive of the Students' Union

- Liaise with Students' Union.
- Provide information on student needs and concerns.
- Facilitate and coordinate student volunteers.
- Contribute to communication of key messages to students.

Other Members

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, for example,

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be the University's Head of Health & Safety, Head of Specialist Services, Campus Operations Manager, or Senior Building Surveyor.

4.0 Incident Handling and Escalation Procedure

Any student or staff member, upon discovering or being notified of a major incident, should call the Estates and Facilities Helpdesk on ext: 5678 or 023 8201 5678.

4.1 General

4.1.1 When an incident occurs, attempts to manage it locally will be enacted in the first instance. The incident should initially be reported via existing mechanisms, e.g. Estates Helpdesk, the Facilities Team, the Health and Safety Office, Residence Managers, the Press Office. Should these attempts not resolve the issue, escalation through normal management channels should follow.

4.1.2 During the management of an incident, normal lines of communication and management will be followed as far as possible, although there will be situations where this is not possible, e.g. when the Incident Control Manager directs the work of those outside his/her usual management team.

4.1.3 Three levels of incident response are described, with corresponding levels of incident management. Following 'best practice' guidance, these levels have 'bronze', 'silver', and 'gold' annotations. These levels are;

Bronze (operational) level is the level at which the 'hands-on' work is undertaken at the site of the incident or other affected areas. Responding staff concentrate on specific tasks within their own areas of responsibility. This usually involves staff working within their own usual disciplines, but often at a heightened level of demand.

Silver (tactical) level is the level which ensures that the actions taken at the operational level are co-ordinated and integrated in order to achieve maximum effectiveness and efficiency. The Major Incident Team (MIT) will be invoked at this level of response.

Gold (strategic) level is invoked when an incident has an especially significant impact or resource implications, or lasts for an extended duration.

4.1.4 It is not possible to give definitive guidance as to when the bronze, silver and gold response teams need to be invoked. This is why it is imperative that those likely to be involved in an incident receive regular training and exercising to practice their roles. The following guidance is offered to managers to aid them with assessing how best to respond to an incident and whether it needs to be escalated. The decision to invoke the MIT would normally be taken by a manager at Director level contacting the Major Incident Co-ordinator, however circumstances will dictate the most appropriate route of escalation.

The escalation procedure is summarised in the flowchart in Appendix 2.

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4.2 Bronze Level response.

- 4.2.1 In many instances the bronze level response will simply reflect normal management processes. An Incident Control Manager (ICM) will lead the response, which may involve more than one Service. Collectively, the responders will form the 'Incident Response Team'. The Team provides an immediate and informed response to an incident, managing the initial impact(s). The ICM will escalate the response when required by the scale and the anticipated duration and impact of the incident.
- 4.2.2 An incident requiring a bronze level response will typically be one where the extent of the impact is contained in a small area and affects few people, e.g. a water flood in a basement used only for storage of non-valuable/non-critical items, or where there has been some limited adverse publicity on social media which has not gained further traction. Activations of a fire alarm system will initially be responded to at bronze level until a fire or other emergency is confirmed, at which point the extent of the incident will need to be assessed and in most cases the response escalated.
- 4.2.3 A bronze level response is likely to escalate to silver level if;
- there is a serious injury or death,
 - there is a continuing threat of injury,
 - there may be possible damage to the University's reputation,
 - all or part of a building is unfit for use,
 - telecommunications are significantly disrupted,
 - data services are significantly disrupted.

The essential test is a decision that normal operational arrangements are incapable of being augmented or re-prioritised to prevent an escalating risk becoming a major incident, unless exceptional action is taken, usually involving the provision of significant additional resources. Reputational risk is always a consideration, particularly now that social media enables the rapid spread of information and can easily allow false rumours to take hold. It is therefore important that even at the bronze level response the Incident Control Manager alerts External Relations as to the nature of an incident that has potential media interest and a corresponding reputational risk.

4.3 Silver Level response; invocation of the Major Incident Team.

- 4.3.1 Managed by the **Major Incident Team (MIT)**. This is the cross-University coordination team that provides the leadership, management and tactical direction of the response when an incident cannot be managed locally using normal procedures and so becomes a '**major incident**'. Invocation of the MIT must take place through contact with the *Major Incident Co-ordinator*. If the Major Incident Coordinator cannot be contacted, one of the other members of the VCG should be contacted.
- 4.3.2 Membership of this team is not fixed and will be determined by the nature of the incident. The MIT comprises senior representatives of key organisational areas who

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will manage the University's response to a major incident. The primary membership of the MIT is made up of managers from the following Services:

- Chief Information & Infrastructure Officer - Major Incident Coordinator.
- External Relations.
- Estates & Facilities.
- Student Services.
- Information and Communication Technologies.
- Registry Services & Student Systems.
- People & Development.
- MIT Support Officer - appointed by the MIC.

4.3.3 Seven 'Major Incident Protocols' accompany this Plan, and in each of these a suggested membership is provided. The Major Incident Protocols cover;

- staff incident,
- student incident,
- incident impacting on the physical estate,
- IT infrastructure failure,
- incident with reputational impact (*note that the other major incidents are all likely to also involve a risk to reputation*),
- external threat (*terrorism etc*),
- contagious diseases.

4.3.4 An incident requiring the MIT to be invoked will typically be one where the extent of the impact affects large areas and consequently affects a large number of people, e.g. a loss of utility anticipated to last several hours, or one in which a serious injury has occurred. Such incidents would be anticipated to attract significant media interest with the potential of impact on reputation. All but the smallest of confirmed fires would be treated as an incident requiring a silver level response. One or more Business Continuity plans will need to be invoked at this level. A silver level incident is classed as a 'major incident'.

4.3.5 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 Central Call Out list maintained by VCO. This call-out list is reviewed and updated on a regular basis. Members of the MIT and their nominated 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.

4.3.6 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.

4.3.7 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

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or for MIT meetings. Others with particular experience, knowledge or expertise may be invited onto the Team 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 Director of School will join the Team, and the Chief Executive of the Students' Union.

4.3.8 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 & VCG 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.

4.3.9 A silver level response will escalate to gold level if;

- closure of a building/area is unavoidable and will require activation of one or more Business Continuity plans,
- media attention is high or the topic is sensitive,
- special communication is required with identified groups,
- text messaging or portal/web news pages are required.

3.3.10 Escalation from the MIT will be by way of the MIC contacting the Vice-Chancellor or, in his absence, another member of VCG.

4.4 Gold Level response.

4.4.1 Will be managed by the **Strategic Response & Management Team**. Where the scale, duration and impact of a major incident indicates a serious threat to the critical functions of the University and where the MIT requires guidance at a strategic level, the Strategic Response and Management Team will be convened and will provide advice and direction. The Board of Governors may be convened if required. Note that a formal gold level response will not be required in most cases; the majority of major incidents will be managed at bronze and silver levels. VCG will always be kept informed in the event of a major incident.

4.4.2 The Strategic Response & Management Team will be required where there is a major incident that could result in a short or long term catastrophic impact for the University. Invocation of the Strategic Response and Management Team is likely to be through a discussion between the MIC & the Vice-Chancellor. The Strategic Response & Management Team's role is not to manage an incident but to consider the longer term issues that are likely to follow and to decide on the strategic management of these. For example, is the incident likely to result in significant impact on future student recruitment? If invoked, the Strategic Response & Management Team is likely to be operational at the same time that the MIT is managing the incident.

4.4.3 Membership of the Strategic Response & Management Team will be determined by the VC in consultation with the MIC.

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5.0 Other Arrangement

5.1 Incident Control Centre and Meeting Locations

For an incident response at bronze level, circumstances will dictate whether an Incident Control Centre needs to be established. The Incident Control Manager will make this decision. In the case of an incident involving the emergency services, the Incident Control Centre will normally be near the scene of the incident and the primary role will be to provide the point of liaison with the emergency services.

In the case of invocation of the MIT, an appropriate meeting location will need to be established. The University does not have a dedicated emergency response facility; the decision on where to convene will be taken by the MIC, in discussion with the MIT Support Officer.

A separate meeting location will be required for the Strategic Response and Management Team should it be invoked as its role is distinct and separate to that of the Incident Management Team.

5.2 Availability of the Incident Management Plan

A central confidential list of call out numbers will be maintained by the MIT Support Officer in the Vice-Chancellor's Office. Individuals are responsible for ensuring their details are up to date whenever there is a change. This list will be formally reviewed by VCO annually to confirm its accuracy. This call out list must be available to all members of the MIT and their nominated deputies. All staff are issued with an emergency contact card which lists the numbers of the Estates and Facilities Helpdesk and the Press Office.

Directors of Services and Schools will ensure that necessary up to date contact information is documented and held by all Service/School staff who might be required to respond to a specific incident. Key external suppliers etc. likely to be needed to manage an incident should also be listed, e.g. the emergency call out information for the University's insurers.

All members of the MIT, their nominated deputies and MIT Support Officer(s) will each be provided with two copies of the Incident Management Plan - one to be retained in the office, the other for home use. Copies of the Plan will also be held at main Receptions. Copies will also be kept in a central folder kept by the MIT Support Officer for use in the event of the MIT being convened. 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. Up-to-date copies of Service/School plans should be held locally in Service/School offices, and centrally by the MIT Support Officer.

All documentation relating to Incident Management, including this Plan and specific Service and School plans must be kept securely as controlled documents. Up to date hard copies must be available to ensure that plans are always available in the event of a failure of electronic storage systems.

5.3 Emergency Equipment.

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Equipment that may need to be made available for use during an incident/emergency should be provided and stored securely by the appropriate Service/School. Services & Schools should base their decisions on an assessment of the action they are likely to have to take in the event of a foreseeable incident. For example, Estates and Facilities teams may need access to additional PPE, torches, 'aqua-vacs', and hazard warning tape to assist them with dealing with an incident. In most cases, such equipment will need to be stored at more than one location to ensure it can be accessed when required.

Documentation required to service the silver and gold teams (e.g. incident log sheets & decision sheets) will be kept by nominated MIT Support Officers.

5.4 Financial Expenditure

During a major incident there may be a requirement to organise equipment and resources which have not been budgeted for. All financial expenditure must be approved by the MIC, recorded under a separate budget code and be made in accordance with University Procurement Guidelines. All expenditure must also be recorded for reporting to the University's insurers, through the Insurance Risk Manager.

5.5 Training and Exercising

The effective management of an incident relies predominantly on the decisions taken by the individuals working in their teams as events unfold and the incident develops. The skills and experience of University staff will determine how effective and efficient an incident response is. It is therefore essential that team members practice their roles in a controlled environment so that they are better able to deal with a real incident when it occurs.

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

6.0 Monitoring and Reviewing.

6.1 Routinely

This Plan will be reviewed annually by RMG. Individual plan holders should review their plans at least annually and ensure that all contact information is up to date.

6.2 Following an Incident

It is imperative that the University learns lessons from any incident that necessitated the invocation of one or more of the response teams. This is especially the case where the MIT has been invoked. There must be a post incident review meeting and report following any such incident. The review should be carried out by the MIT, with additional members if required. The team will:

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- evaluate the effectiveness of the procedures and performance in those departments who were involved in the incident,
- evaluate the timeliness of actions taken,
- 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 like incident happen again,
- record any changes needed to local School/Service plans to ensure a more efficient response if a like incident occurs again.

The Major Incident Team Support Officer will formally record the evaluation and notify relevant parties of follow up action needed.

Following the review meeting, a report of the incident and lessons learnt must be made by the MIC and submitted to RMG either as part of a scheduled meeting or at a specially convened meeting if warranted. The format for the report is included in Appendix 3. The importance of the report is not only that it will help bring about improvements where deficiencies have been found; it may also be an important piece of evidence in cases where external bodies, such as enforcement agencies, have an interest.

Guidance for Major Incident Coordinator

The following is an aide-memoir and can be used as a checklist during an incident. Note that not all points will apply to every incident.

1. Following Notification of an Incident.

	Item to Consider	Comments/Tick when complete.	
1.1	Establish known facts.		
1.2	Has anyone been injured?		
1.3	Has contact been made with the emergency services?		
1.4	Have affected areas been evacuated?		
1.5	Have affected areas been secured?		
1.6	Has the Press Office been notified?		
1.7	Has Reception/Switchboard been notified?		
1.8	Ensure other members of the MIT are informed if the MIT is to be invoked.		
1.9	Ensure VC is informed if appropriate.		

2. Following Invocation of the MIT.

	Item to Consider	Comments/Tick when complete.	
2.1	Appoint MIT Support Officer.		
2.2	Identify the meeting room.		
2.3	Decide day and time of first meeting.		
2.4	Ensure all members of MIT are informed of meeting details.		

3. At the first Meeting of the MIT.

	Item to Consider	Comments/Tick when complete.	
3.1	Provide briefing of known facts and gaps in knowledge.		
3.2	Agree which of the 7 standard major incident scenarios the incident falls under.		
3.3	<p>Ensure an 'event log' is being kept. Record:</p> <ul style="list-style-type: none"> • What has happened • When it happened • Who/what is affected • Who has been injured, the nature of the injury and what has happened to anyone injured. • What buildings/infrastructure have been affected. • What work activities/business operations are affected. • What external media interest has there been. 		
3.4	If the meeting will be protracted, consider refreshments and other needs of members.		
3.5	Is further information needed? If so identify who will find it.		
3.6	Review who needs to be on the MIT, including deputies and co-opted members. (Refer to the standard incident protocol for guidance.)		
3.7	<p>Agree priority actions. (Refer to the standard incident protocol for guidance.)</p> <p>What needs to be done in relation to:</p> <ul style="list-style-type: none"> • People • Property • IT systems 		

	Item to Consider	Comments/Tick when complete.	
	<ul style="list-style-type: none"> Communications (internal and external) 		
3.8	Will a temporary call centre be required? If so, agree arrangements and responsibilities.		
3.10	If required, ensure relevant School and Service Contingency/BC Plans are invoked.		
3.11	Establish a team and process for conducting an internal investigation of the incident.		
3.12	Allocate responsibilities for taking action.		
3.13	Agree frequency of meetings.		
3.14	Do a final check to make sure everything has been considered.		

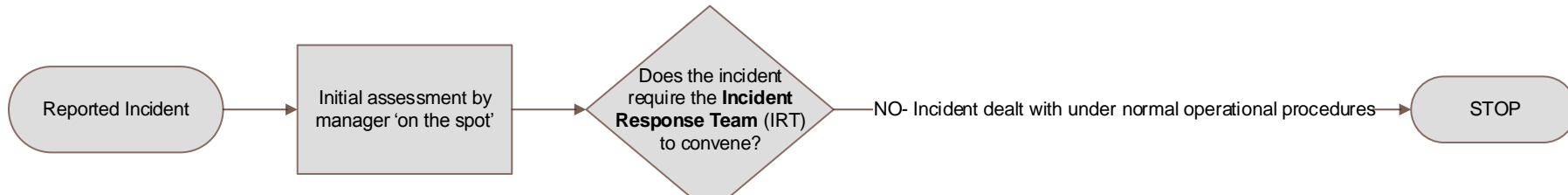
4. Continuing Incident Management by the MIT.

	Item to Consider	Comments/Tick when complete.	
4.1	Ensure an accurate record of events and decisions is kept by the MIT Support Officer.		
4.2	<p>Ensure all matters are being picked up and good flow of communication. Reflect on:</p> <ul style="list-style-type: none"> Are there any staff/students who are particularly vulnerable? How is business continuity being affected? Is internal/ external communication sufficient and effective? Is there effective engagement with and support for those indirectly affected, e.g. friends and family? is additional support required for the MIT? 		

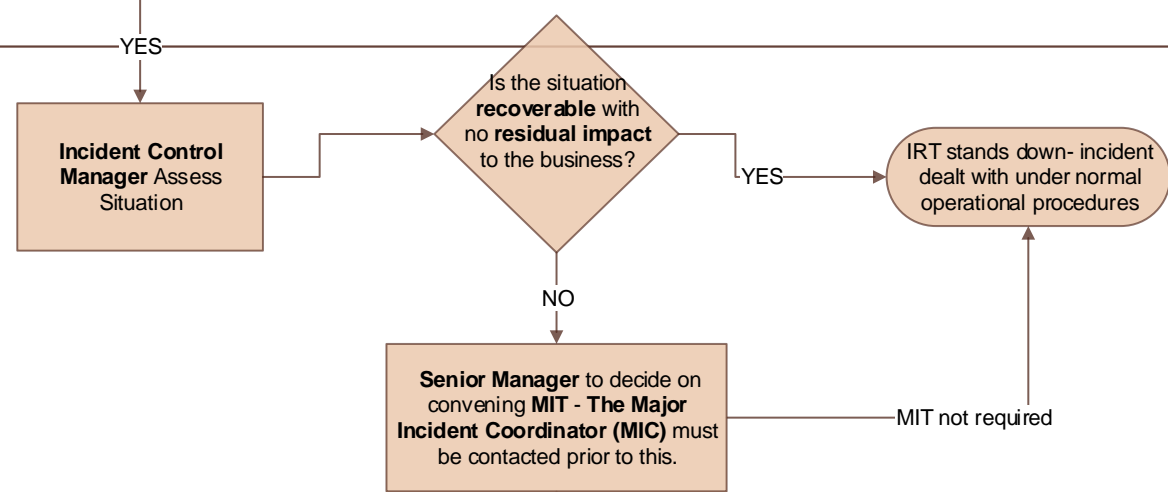
	Item to Consider	Comments/Tick when complete.	
4.3	Decide when the MIT can cease to operate.		
4.4	Agree process for post-event evaluation and debriefings.		

Phase

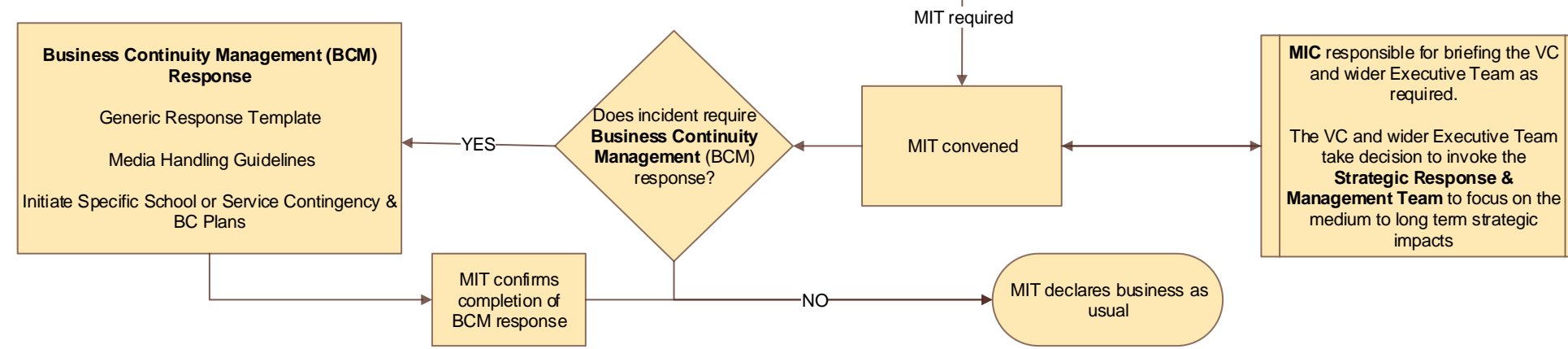
Incident Reported



Incident Control Management Response



Major Incident Team Response



MIT - POST INCIDENT REPORT

The importance of this report is not only that it will help bring about improvements where deficiencies have been found; it may also be an important piece of evidence in cases where external bodies, such as enforcement agencies, have an interest.

Following every major incident a post incident report must be prepared by the Chair of the Incident Management Team, using the following template and headings.

1. Summary of Incident

Type of Incident?					
Brief Details of Incident					
Date occurred		Time		Who discovered it?	
Location					
	Yes	No			

Were Emergency Services Informed?	the		
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2. Report of Incident

Give a detailed account of what happened, the severity of the impact, who was affected, what parts of the University were affected, the impact on normal business etc.

3. Immediate Causes

List what the immediate causes were, e.g. a leaking radiator (which caused a flood)

4. Underlying Causes

List the underlying causes - factors which may have led to the immediate causes, e.g. delays in radiator replacement programme - and why there were delays.

5. Evaluation of Response

Consider:

- *How useful were the available documented procedures; could they be improved?*
- *Whether all those involved understood their role and were able to carry it out? Were there barriers to performance?*
- *Were there sufficient people available to carry out all necessary tasks quickly enough?*
- *Were actions taken in a timely fashion? If there were delays in responding, how can these be prevented in future?*
- *Reflect on any learning; could the incident have been avoided or its impact mitigated?*

6. Recommended Actions

- *List the actions already taken to prevent a recurrence, and additional actions that are still needed. In the case of the latter, identify who is responsible for taking the action and give a suggested deadline for completion.*
- *Record any changes needed to documented Plans.*

7. Signature Block

Although the report may have been compiled by another, it needs to be 'signed off' by the MIC.

IMC		
Date		

8. Appendices

Each report will need to include a time line of Events as an Appendix, and suggestions are made below of possible others.

8.1 Time line of events

Other possible appendices

Photos

Supporting Documentation