

**BOURNEMOUTH UNIVERSITY**

**MAJOR INCIDENT PLAN**

**MARCH 2023**

**changes since OCTOBER 2022 are highlighted IN YELLOW**

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| **Current plan daTE** | **next review date** | **prepared by** | **approved by** |
| **MARCH 2023** | **MAY 2023** | **SNS** | **JA** |

## The BU Major Incident Plan aligns to BS ****EN ISO 22361 2022****Crisis Managementand replaces previous versions which were based on a 2003 UMAL Edition, last used in November 2016.

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| **1.** | **INTRODUCTION, OBJECTIVES, SCOPE AND ASSUMPTIONS** |
| 1.1 | BU’s emergency management structure has three levels - Gold, Silver and Bronze (see 2.1) - and has been established to support the management of emergency incidents at operational and strategic levels. For the purposes of this Plan a “major incident” is an incident which, because of its scale or impact, cannot be resolved through business-as-usual management or decision-making authority within acceptable time scales.  |
| 1.2 | This Major Incident Plan establishes the structure, principles and process for managing incidents, including mobilisation, leadership, decision-making and responsibility, and is applied to all incidents regardless of the cause. The objectives following an incident are to:* protect staff, students and others
* secure the University’s infrastructure, facilities, assets and operating environment
* maintain the University’s reputation
* resume core business activities as soon as possible.

It also establishes principles relating to communication, recovery, review and training. |
| 1.3 | Where possible the Major Incident Plan follows the [JESIP principles](https://www.jesip.org.uk/five-principles) of co-location, communication, co-ordination, shared understanding of risk and shared situational awareness. All parties will understand and agree a strategy which sets out:* **What** are the aims and objectives to be achieved?
* **Who** is required – BU members, Emergency Services, partner organisations?
* **When** – timescales, deadlines and milestones
* **Where** – which locations?
* **Why** – what is the rationale? Is this consistent with the overall response and recovery strategy?
* **How** are these tasks going to be achieved?
 |
| 1.4 | An example of a BU incident response strategy is:* Show Leadership
* Work with ‘subject-matter experts’ to achieve the best outcome
* Provide reassurance and support our people
* Manage current and any further periods of disruption
* Plan for and achieve recovery in a proportionate manner aligned to official guidance
* Make decisions and communicate these to all stakeholders
* Act fairly, reasonably and consistently.
 |
| 1.5 | It may also be appropriate to establish response principles and assumptions, such as:1. People are our primary concern.
2. We remain committed to all aspects of Fusion (Education, Research, Practice)
3. We will work in partnership with all staff and the recognised trade unions
4. We will work in partnership with all students and their representatives
5. We will be flexible and respond quickly to further changes in our operating environment
 |
| 1.6 | The Major Incident Plan is owned by the Chief Operating Officer and applies to all members of the BU Community (staff, students, contractors and visitors) and to all BU assets. It includes the management of incidents in halls of residence (whether or not managed by BU) and provides additional information for specific incidents such as notifiable diseases and data breaches. The checklists are listed under Appendix B. |
| 1.7 | The Major Incident Plan assumes the following:* That sufficient members of the Major Incident Group (MIG) are available and willing to support the incident response as required
* That, if required, those members of BU staff who can work from home will do so (in line with the relevant Business Continuity Plan) and that the technology is available and secure enough to do so.
 |
| 1.8 | Gender neutral pronouns are used throughout the Plan, apart from where it refers to specific named individuals. |
| **2.** | **INCIDENT CATEGORISATION**  |
| 2.1 | Incidents are categorised as follows:  |
|  | **LEVEL 1 (BRONZE)****DUTY CALL-OUT OFFICER** | **LEVEL 2 (SILVER)****WELFARE DUTY OFFICER, ESTATES ON-CALL, IT ON-CALL, SS EXEC ON-CALL** | **LEVEL 3 (GOLD)****MAJOR INCIDENT GROUP** |
|  | * A relatively minor or local incident causing no serious physical threat to personnel or property.
* May result in a limited disruption of services
* Has no legal ramifications
* Poses no threat to BU’s reputation.
 | * Situations or incidents which pose a potential threat to people or property and/or can cause disruption to BU’s operations.
* May threaten BU’s reputation or status
* May have potential legal ramifications
* May involve the isolation and/or evacuation of part of a building
* May require assistance from the external Emergency Services
* May include loss of student residential accommodation
 | * Major incidents which (if not already escalated) have the potential to escalate quickly into significant events.
* Will significantly affect the BU community and/or our reputation or status.
* May compromise the functioning of an entire department or facility, building or group of buildings, and/or student residential accommodation, causing disruption to BU’s overall operation.
* Major efforts required from BU’s own professional services as well as from the external Emergency Services.
 |
|  | **MIP/MIG activated: NO** | **MIP/MIG activated: POSSIBLY** | **MIP/MIG activated: YES** |
|  |  |  |  |
| 2.2 | Incidents can occur without warning or can arise through a series of actions (or inactions) which may not initially appear to be significant. Incidents which are managed inappropriately can become major incidents, and incidents which initially appear serious may be straightforward to manage or not require any action at all. It is therefore important that members of the emergency management structure recognise the differences between the three levels and are able to escalate (or defer) appropriately and in good time. If necessary, a possible or actual Level 3 incident will be notified to the MIG Leader or MIG Co-ordinator directly without going through Level 1 or 2. The MIG Leader will confirm whether a Major Incident has been declared and whether the Major Incident Group is to be mobilised. If in doubt, advice should be sought from the next level up in the first instance. It is better (and easier) to mobilise and then stand down if not required, than try to catch up with an ongoing situation. The first hour (‘golden hour’) is critical in determining the appropriate response. |
| 2.3 | The MIG Leader or MIG Co-ordinator may refer to the [BU Risk Register Guidance Table](https://livebournemouthac.sharepoint.com/%3Ab%3A/s/RiskRegistersBU/EXRWa2DoMY1Duik_iVOnr6gB5yWvvalG6PQjh_eb8lGBYg?e=hGN1Id) when categorising actual or potential incidents, i.e. impact measured by time, cost, quality and reputation.  |
| **3.** | **MAJOR INCIDENT GROUP (MIG) LEADERSHIP** |
|  | The Major Incident Group (MIG) is led by Jim Andrews, Chief Operating Officer. In his absence the MIG is led by Stuart Laird, Director of Estates, with Susie Reynell, Finance Director, as the UET-level decision-maker. The MIG Leader will set the strategy, aims and objectives and speed of the response required, relative to the complexity and impact of the situation, and will allocate roles and responsibilities accordingly. See paragraph 5.2 for further details. |

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| **4.** | **MAJOR INCIDENT GROUP MEMBERSHIP: MARCH 2023** |
| 4.1 | The Major Incident Group is composed of nominated members and alternates as below. |
|  | **Lead** | **Alternate** |
|  | Jim AndrewsMIG Leader and Chief Operating Officer | Stuart LairdDirector of Estates |
|  | Shona Nairn-SmithMIG Co-ordinator and Head of O&R/ACOO | Jo PitcherOperations Manager, Estates |
|  | Antonia SteelMIG Operations Officer | VacancyMIG Operations Officer |
|  | Stuart Laird Director of Estates | 1. Steve Jones

Head of Facilities Management 1. Jim Evans

Campus Services Manager |
|  | Tom OrmerodDirector of IT and Digital Transformation | 1. Matt Hall

Deputy Director of IT1. Di Leggott

IT Service Manager |
|  | James Stevens Chief Data Officer | Jeremy Swain Deputy Head of Legal Services |
|  | Mandi Barron Director of Student Services | 1. Amanda Stevens

Head of Frontline Services 1. Kerry Randle

Head of Student Support and Wellbeing |
|  | Robin WalshHead of Residential Services | Glenda Brown General Manager – Larger Developments |
|  | Jane WakefieldDirector of Marketing & Comms  | Matt UsherHead of Marketing & Communications |
|  | Nathaniel Hobby (alternate with EW)PR & Corporate Communications Manager | Elaine Warriner (alternate with NH)Internal Comms Manager |
|  | Karen Parker Director of Human Resources Services | Sally DriverHead of Talent Acquisition & Analytics |
|  | Karen Butters Head of Health, Safety & Wellbeing | Jim MussendenHealth & Safety Advisor |
|  | Susie Reynell Finance Director | Sarah Hutchings Deputy Finance Director |
|  | VacantInsurance & FA Officer | Kevin Welford Financial Accounting & Compliance Manager  |
|  | Jacky Mack Academic Registrar | 1. Clare West

Head of Library Services1. Jo Freeman

Head of Student Administration |
|  | Deborah WakelyHead of Legal Services  | Jeremy SwainDeputy Head of Legal Services |
|  | Sam Leahy-HarlandStudents’ Union Chief Executive  | Josh HarrisHead of Operations & Governance, SUBU |
|  | Mark BrocklehurstDirector of Operations, FMC | Vacant |
|  |  |
|  | The MIG Co-ordinator maintains and circulates contact details for the MIG members; this is filed as Appendix A.1. |
| 4.2 | MIG Members are selected to represent various functions of the university, e.g., Estates, IT, Health & Safety or Human Resources, based on their knowledge, experience and capability to work quickly and calmly in an emergency and in accordance with the Major Incident Plan. |
| 4.3 | The MIG Leader will decide which members they require, depending on the nature and extent of the incident. Group Members may be asked to undertake duties which differ from their ‘day job’ but should not be required to undertake two roles simultaneously. For example, the MIG Leader cannot also act as the Estates Lead. If an incident is likely to last for a long time, or takes place overnight, the MIG Leader will consider rotating members according to need and experience, to ensure resilience, continuity and wellbeing. Comprehensive handovers must be made. |
| 4.4 | Unlike DCOs and WDOs, Estates On-Call, IT On-Call and SS Exec On-Call, MIG Members are not required to follow an official on-call rota but are requested to make best endeavours to attend. MIG Members may decline to assist with a particular incident, for example if they have a personal connection to the incident or if they are away from the University.  |
| 4.5 | MIG Members all have alternates who may be asked to deputise for them in their absence, or to give them a break, or if unable to assist with a particular issue. Alternates are fully trained and familiar with the Major Incident Plan and have the same role as the primary member. The MIG Co-ordinator requests details of annual leave at peak times of the year and liaises with members and their alternates to ensure sufficient cover.  |
| 4.6 | Depending on the nature of the incident and the circumstances, the MIG Leader may co-opt other members of staff (or external agencies) to assist as subject matter experts, e.g. members of the Business Continuity Steering Group (BCSG), the University Chaplain or the [Bournemouth Campus Police](https://www.bournemouth.ac.uk/students/help-advice/safety-personal-security/bournemouth-campus-police) Team. Sub-Groups to consider specific priorities (eg Education, Research, Future Students) may be formed if required. Assistance (mutual aid) may also be sought from local agencies including BCP Council, AUB and private student accommodation providers, particularly if temporary relocation of students is required.  |
| 4.7 | The [Business Continuity Steering Group](https://livebournemouthac.sharepoint.com/sites/BusinessContinuity60) will assist with the prioritisation of recovery arrangements, in conjunction with the relevant faculty or professional service staff, their business continuity plans and the BU [Space Prioritisation Policy](https://intranetsp.bournemouth.ac.uk/policy/BU%20Space%20Prioritisation%20Policy.pdf). Principles for prioritisation will be agreed with the MIG Lead, such as Student Experience, Education, Research, Staff Experience, Value for Money, the time of year, strategic importance (e.g. C&C) and Legal & Regulatory compliance. |
| **5.** | **MAJOR INCIDENT GROUP ROLES AND RESPONSIBILITIES** |
| 5.1 | The Major Incident Group (MIG) is responsible for the immediate management of the incident and for co-ordinating 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. They will establish immediate response strategies, deploy appropriate resources and initiate emergency-recovery processes (see 1.3). Specific responsibilities are as follows: |
| 5.2 | **MIG Leader**1. responsible for establishing and maintaining overall strategic control and focus
2. declare a Major Incident, activate the Major Incident Plan, mobilise the MIG and chair MIG meetings
3. co-opt other internal and external stakeholders as required to manage the incident response, including mutual aid requests
4. co-ordinate actions and allocate resources as required, including authorisation of emergency financial transactions in accordance with the [BU Scheme of Delegation](https://intranetsp.bournemouth.ac.uk/policy/Scheme%20of%20Delegation.pdf)
5. assign single point of contact with the Emergency Services (see 5.6)
6. confirm the (internal and external) communications strategy with the Comms Team
7. confirm the end of the incident and ‘stand down’ the MIG.
 |
| 5.3 | **MIG Co-ordinator and MIG Operations Officer:** 1. responsible for supporting the MIG Leader and keeping all records required
2. provide advice to the MIG and others on all business continuity-related implications of the incident
3. work with the MIG Leader to establish and manage the group response
4. establish and confirm the level of confidentiality required
5. arrange meetings and updates as instructed by the MIG Leader and confirm communications channels
6. control the flow of information and disseminate as required
7. ensure that actions and decisions (and rationale if necessary) are recorded and filed in case required for future reference or enquiry
8. ensure that each incident is assigned a name or reference number for all correspondence
9. assign Note-taker and other support roles if required
10. respond to queries
11. arrange the post incident review and ensure that all actions arising are completed
12. ensure that all those involved have been thanked and are being supported as appropriate to the incident and individual need.
 |
| 5.4 | **Director of Student Services and Head of Residential Services:**1. responsible for all student-related implications of the incident
2. provide advice to the MIG and others on all student support-related implications of the incident
3. provide assistance for directly affected students and their next of kin and assign a BU contact person to them if required
4. access the student record system for information required by the MIG Leader or the emergency services
5. organise counselling or other support services for students as required
6. advise on any immediate disciplinary actions which may be required
7. liaise with Comms Team regarding internal comms for students
8. if necessary, arrange for the setup of a telephone helpline via AskBU
9. manage the relocation of students from residential accommodation if required, supported by the Estates Team as required.
10. update student union reps if appropriate
11. liaison with external agencies as required, including as the Single Point of Contact with the UKHSA and Public Health Dorset.
 |
| 5.5 | **Director of Human Resources Services and the Head of Health, Safety & Wellbeing:**1. responsible for all staff-related implications of the incident
2. provide advice to the MIG and others on the HR and Health, Safety and Wellbeing- related implications of the incident
3. access the HR database system for information required by the MIG Leader or the emergency services
4. ensure that all those staff involved in the incident, including the response teams, are fully supported and organise wellbeing assistance or other support services for staff as required
5. provide immediate assistance to directly affected staff and their next of kin and assign a BU contact person to them
6. advise on any immediate disciplinary actions which may be required
7. liaise with Comms Team regarding internal comms for staff
8. update trade union reps if appropriate
9. liaise with external agencies as required, including the HSE and EAP.
 |
| 5.6 | **Director of Estates**:1. responsible for ensuring that affected part(s) of the BU estate are made safe and returned to fully operational status as soon as possible
2. provide advice to the MIG and others on the estates-related implications of the incident, in particular access to campus and buildings, facilities management and alternative locations if required
3. oversee the evacuation of all or part of affected areas if required
4. organise the containment and assessment of physical and environmental damage and evidence, including CCTV and mobile phone footage, protecting all actual or possible crime scenes
5. ensure that witnesses or potential witnesses are located in a place of safety
6. liaise with security, emergency services and local authorities and ensure that each of these has a BU Single Point of Contact (~~via a nominated contact if applicable~~)
7. initiate and control the restoration of building services, communications and access for business continuity
8. assist in salvage, damage management and clean-up operations
9. advise on particular hazards, incl HAZMATS, which must be managed (with the Head of Health, Safety & Wellbeing)
10. locate, supply and equip alternative workspaces or accommodation as necessary
11. assist the Director of Student Services to organise necessary arrangements for evacuation, transport and alternative accommodation, including halls of residence and student residents.
 |
| 5.7 | **Director of IT & Digital Transformation and the Chief Data Officer:** 1. responsible for all aspects involving Information Technology or Information Services
2. provide advice to the MIG and others on the IT system and data-related implications of the incident, in particular critical systems of record.
3. provide IT solutions where possible to support management of IT and non-IT related incidents
4. ensure that the University’s separate IT Recovery Plan is implemented if applicable and that there is regular communication between the IT ‘War Room’ and the MIG Leader
5. ensure that workarounds are put in place quickly and safely, if required
6. ensure that the IT systems, applications, data, etc. are recovered effectively (and, in the case of a cyber- attack, that all evidence is protected)
7. ensure that the [Data Protection Policy](http://intranetsp.bournemouth.ac.uk/policy/Data%20Protection%20Policy%20for%20Staff%20and%20BU%20Representatives.docx) and Data Breach Incident Management [Plan](https://intranetsp.bournemouth.ac.uk/policy/DBMP.pdf) are followed where necessary and ensure Information Security protocols are applied
8. liaise with the cyber insurance provider and external agencies such as the [National Crime Agency](https://www.nationalcrimeagency.gov.uk/) to ensure a co-ordinated and consistent response
9. assist in damage assessment, salvage and clean-up operations.
 |
| 5.8 | **Director of Finance and the Insurance Officer:** 1. responsible for all aspects of business recovery
2. provide advice to the MIG and others on the financial and insurance-related implications of the incident, including cash flow
3. In the COO’s absence, authorise emergency financial transactions in accordance with the [BU Scheme of Delegation](https://intranetsp.bournemouth.ac.uk/policy/Scheme%20of%20Delegation.pdf)
4. contact and be the liaison with the University’s insurers and loss adjusters, including the cyber insurance provider
5. ensure correct cost recording procedures are in place, including audit trails
6. assess business interruption losses
7. advise on alternative means of procurement in case of supplier disruption.
 |
| 5.9 | **Academic Registrar**1. responsible for all aspects of student administration and library services
2. provide advice to the MIG and others on the regulatory and quality assurance implications of the incident, including Student Protection Plan, OfS and CMA compliance, as well as student administration, library and learning support services
3. contact and be the liaison with the University’s academic partners, including BUINTCOL.
 |
| 5.10 | **Head of Legal Services**1. responsible for all legal actions to support management of the incident response
2. provide advice to the MIG and others on the legal implications of the incident
3. contact and be the liaison with the University lawyers
4. establish position of any contracts which may be threatened by the incident
5. ensure compliance with statutory and regulatory requirements and confirm whether the incident is reportable, e.g. to the [Office for Students](https://www.officeforstudents.org.uk/publications/regulatory-advice-16-reportable-events/), [ICO](https://ico.org.uk/), [Charity Commission](https://www.gov.uk/government/organisations/charity-commission), University Board or university insurers, and ensure this is done appropriately and at the most appropriate time as required.
 |
| 5.11 | **SUBU Chief Executive Officer**1. Responsible for all aspects of the student union and its activities, including retail, catering, entertainment venues and the SUBU Summer Ball)
2. Provide advice to the MIG and others on SUBU-related implications of the incident.
 |
| 5.12 | **Director of Operations**1. responsible for representing a faculty viewpoint of the impact of the incident on education, research and practice, and providing specific information to inform decision-making
2. Provide advice to the MIG and others on all other faculty-related matters relevant to the incident, including timetabling and activities.
 |
| 5.13 | **Director of Marketing and Communications and the PR & Corporate Communications Manager \*:**1. responsible for developing the internal and external Communications Plan and sharing it with all Comms colleagues
2. provide advice to the MIG and others on all other Marketing and Communications-related matters relevant to the incident.
3. manage all university statements, media releases and interviews, arrange press conferences and media visits as required
4. monitor all press and social media coverage and take action as required
5. manage internal communications with staff and students through all relevant and available on- and offline media
6. set up and manage emergency email addresses and emergency internet pages and direct internal and external queries and offers of help accordingly
7. advise on actions necessary to protect the University’s reputation
8. liaise with Director of Student Services and Director of Human Resources Services on specific comms to students and staff
9. update the Vice-Chancellor and/or University Leadership Team.

\* Note: the PR & Corporate Communications Manager and the Internal Communications Manager support the MIG on alternate weeks. |
| **6.** | **MAJOR INCIDENT GROUP MOBILISATION** |
| 6.1 | The Facilities Team (normal working hours) and the Security Team (out of hours) are responsible for first-line investigation of incidents affecting the University campus and will follow existing emergency procedures on discovery of an incident. Overnight and at weekends, site security is provided by a contractor who has instructions to contact the Duty Call-Out Officer in the event of an emergency. |
| 6.2 | Incidents are usually notified to Poole House Reception on 222 (01202 962222) which is staffed 24/7. The reception team member or security guard will call the emergency services if necessary and then decide what assistance is required, e.g., the Campus Services Co-ordinator, DCO or WDO. If necessary, the DCO, WDO, Estates On-Call or IT On-Call will contact the Student Services Exec On-Call if a student-related matter, or the MIG Co-ordinator directly, to inform them of the situation and seek advice on actions required. The MIG Co-ordinator will decide whether to inform the MIG Leader.  |
| 6.3 | Incidents can be escalated straight to Level 3 (MIG/Gold) if appropriate. Notifications can be made down as well as up. |
| 6.4 | If the MIG Leader agrees that the incident warrants mobilisation of the Major Incident Group, they will instruct the MIG Co-ordinator accordingly. They may decide to mobilise immediately, or at a specified point later that day or the following morning. They may request attendance in person, or via conference or online call initially. The MIG Leader will decide who they require to assist with the incident and may request for some members to be on standby. They will check whether members are willing to assist with the particular incident and its circumstances, and whether any members are or may be conflicted by the incident or the planned response. A swift response is essential to manage the incident effectively; if in doubt the MIG Leader will convene the Group and stand it down if necessary.  |
| 6.5 | It is not usually necessary for the MIG Leader or other members of the Group to attend the scene directly, unless specifically required and depending on the circumstances. All MIG Members who do attend the scene must inform the MIG Leader on arrival and departure. |
| 6.6 | A confidential list of mobile and office telephone numbers is maintained by the MIG Co-ordinator and is filed as Appendix A of this Plan. The MIG Co-ordinator will contact each member required, on their mobile phone in the first instance, state that a major incident has been declared and that the Major Incident Group has been mobilised. They may also use the MIG Text Alert or email if that is appropriate. They will make a note of who has been called, when, and what the response is. They will confirm where to meet and when, and what members should bring with them – usually notebook and pen, staff ID card, mobile phone, Major Incident Plan and Hi-Vis Vest. Phone calls should not be made to private landlines. |
| 6.7 | All enquiries from the media or members of the public will be managed by the Communications Team, as directed by the MIG Leader. See paragraph 10 for further information. |
| **7.** | **MAJOR INCIDENT GROUP MEETING CONTROL ROOMS** |
| 7.1 | When mobilised, the MIG will either meet online via Teams or in one of two pre-designated Control Rooms which will form the focus for the University’s immediate response to the incident. 1. Room P507, Office of the Vice-Chancellor, Poole House.
2. S108, Studland House

If necessary, the MIG Leader may choose a location off-campus, for example if the roads are blocked, preferably one with secure access to WI-FI, catering facilities and a private area. |
| 7.2 | Control Rooms have been chosen for their location (in buildings which are open 24/7) and their telephone, video and PC connections. Entry to Control Rooms will be controlled and restricted to authorised personnel only. They are not used for press, media or staff/student briefings. |
| 7.3 | ‘Battleboxes’ are no longer stored in the Control Rooms. Emergency Kit Bags are held in Poole House Reception and Bournemouth Gateway Building Reception, containing hi-vis vests, torches, whistles, disposable gloves, etc., for use by the Facilities Team. Basic mass-casualty first aid bags are also held at these locations. |
| **8.** | **MAJOR INCIDENT GROUP MEETINGS** |
| 8.1 | The University’s response to and recovery from an incident is achieved by the MIG working to a Standard Agenda and checklists which enable daily objectives to be set, priorities established and tasks assigned.  |
| 8.2 | Notes will be taken at each meeting, including details of actions which are allocated, decisions which are made and the rationale for each (in case required in future). Copies of all correspondence relating to the incident, including emails and reports, will be retained by the MIG Co-ordinator only, and normally for a maximum of two full academic years. Anonymised data relating to the nature of the incident will then be retained for statistical purposes only; all other individual records relating to the incident and the individuals involved will be deleted. |
| 8.3 | MIG members are pre-authorised to make immediate charges on a Major Incident Account up to a total limit of £50,000, in line with current financial authority limits, using Barclaycard where possible. Details of Barclaycard holders and their authorisation limits are listed in Appendix B.2. All receipts must be retained and submitted to the MIG Co-ordinator for processing. Details of all expenditure relating to the incident, including overtime, will be forwarded to the Insurance Officer in case required by loss adjustors or insurance claims. |
| 8.4 | The MIG meets as often as required for reporting and decision-making on status, issues, actions and communications, as directed by the MIG Leader. Meetings will take place daily in a nominated Control Room at 7.30 a.m. (unless otherwise instructed) as required but can also be convened remotely by phone or online video conference call. The Standard Agenda will be used at every meeting to ensure consistency. |
| 8.5 | **MAJOR INCIDENT GROUP FIRST OBJECTIVES**The immediate objectives following an incident are to:* protect staff, students and others
* secure the University’s infrastructure, facilities and environment
* maintain the University’s reputation
* resume core business activities as soon as possible.

The MIG Leader will use the Standard Agenda to guide the following: 1. Act quickly and calmly to determine the scope and impact of the incident using PEAR (People, (operating) Environment, Assets, Reputation)
2. Develop a strategy to deal with the immediate effects of the incident
3. Prioritise immediate actions in order to prevent further damage or harm to People, (operating) Environment, Assets or Reputation
4. Prioritise the Student Experience where relevant
5. Allocate individual and/or group responsibilities, resources and equipment
6. Communicate information, advice and instructions
7. Ensure that multiple communication channels internally and externally are being monitored and managed
8. Assign essential normal duties to other staff during critical recovery stages
9. Put an alternative lead and co-ordinator on stand-by in case of a secondary incident
10. Give priority to the recovery programme
11. Work towards resumption of core business activities as soon as possible.
 |
| 8.6 | The MIG Leader will summarise the position as known and seek updates from members as appropriate to establish a common picture and understanding. Members may seek further clarification from colleagues by phone or email. It should be made clear if any information is uncertain, unknown or subject to change. This process can be complicated, fast-moving and subject to misunderstanding or exaggeration; the MIG Leader must ensure that as much relevant information as possible is obtained, checked and summarised, in order to assist decision-making.  |
| **9.** | **DECISION MAKING** |
| 9.1 | The MIG Leader will confirm the strategy for managing the incident, including the Communications Plan and recovery objectives, and will ensure that decisions are made in accordance with the principles established in this Plan. Details of all decisions made, the rationale behind them, to whom actions have been assigned and which resources have been allocated, are recorded by the MIG Co-ordinator or assigned Note-taker. These will be reviewed and updated as required, to ensure consistency, relevance and appropriateness. |
| 9.2 | Good decision-making is essential to assume control of an incident and direct actions towards recovery. Flawed decision-making can exacerbate the situation, delay recovery and even cause harm. The MIG Leader will use the following decision-making model as a guide to structure the collection of information and decision-making. |
|  | national-decision-model<http://www.nationaldecisionmodel.co.uk/>  |
| 9.3 | Using this model will help to organise information, simplify complexity and identify uncertainties or inaccuracies. A Decision-Making Checklist is available in Appendix B.10. |
| **10.** | **COMMUNICATIONS PLAN** |
| 10.1 | It is essential that a Communications Plan is established from the outset so that BU can place itself in a position of authority and control, as well as the source of all information. Social media presents particular challenges in terms of speed of response, establishing primacy and accuracy; sufficient resource must be allocated to this task as a priority. |
| 10.2 | The core message and key themes will be established and agreed by the MIG Leader. The Communications Plan will include details of all internal and external stakeholders, what they will be told, how they will be communicated with and why. Once the core content has been agreed, the Director of M&C or their representative can issue statements and responses as required without seeking approval for each one. Draft generic statements and press releases may be prepared in advance for use in an emergency. |
| 10.3 | Key Communications Principles:1. Be prepared: have a clear, straightforward communication process in place
2. Move fast: communicate quickly and appropriately, indicating that more information will be given when possible
3. Monitor continuously: keeping track of what is happening everywhere is critical
4. Maintain the flow release: what is known; “little and often” is better than waiting to release everything
5. Speak with one voice, but not necessarily a single spokesperson
6. Be transparent
7. Accuracy is key: use hard facts and avoid rumour, conjecture and assumptions
8. Apologise: do not be afraid to apologise when appropriate and relevant
9. Build a strategy: develop core message(s) and the supporting themes, and keep building them
10. Manage the timing: let those closest know first
11. Be human: be empathetic whenever appropriate
12. Sign off: know who has authority to sign off communications for issue.

*(Ref: BS11200:2014 Crisis management. Guidance and good practice, p.23)*  |
| 10.4 | The Director of M&C or their representative will advise the MIG Leader on managing incoming queries, whether in person or by phone or email, and offers of help. It may be helpful to share information with AskBU, the IT and Estates Helpdesks and PH Reception, to allow queries to be answered appropriately and consistently. If a Telephone Helpline is required, this will be organised via the AskBU Team.  |
| 10.5 | If a spokesperson is required, this task will be allocated to a senior member of staff who has been trained and who is comfortable to do so, and will normally be the Chief Operating Officer, Head of relevant Faculty or Professional Service, or the Communications Team member involved in the major incident. The Director of M&C or their representative will advise the MIG Leader according to the gravity, scale and impact of the situation.  |
| **11.** | **RECOVERY** |
|  | Planning for recovery will take place as soon as possible and may inform initial and on-going decision-making. For example, it may be clear that it will take several weeks before a building will be operational again; establishing this at the outset will improve decision-making and resource allocation. It will not always be appropriate or possible to aim for a return to the same position as before the incident and the outcome may even be considered to be an improvement on what was available previously. It may be appropriate to convene a separate but parallel group to commence the recovery plans before the major incident has been ‘stood down’.  |
| **12.** | **MAJOR INCIDENT GROUP STAND-DOWN** |
|  | The MIG Leader will decide when to ‘stand-down’ the Major Incident Group, usually when the situation has returned to a normal operational level and will confirm this to all involved. |
| **13.** | **INCIDENT REVIEW AND LESSONS LEARNED** |
| 13.1 | A debriefing session will be convened for all members of staff involved in an incident, to review actions arising, identify any amendments to the Plan and any other actions and recommendations which are required. This will take the format of an informal Hot Debrief at the end of each day and an Incident Review as soon as possible (not more than two weeks) after the Major Incident Group has been stood down. These should take place in a quiet room to facilitate discussion in confidence, with refreshments provided.  |
| 13.2 | The MIG Leader will assess whether any further support or training is required. They will ensure that all those involved are thanked for their contributions and may share this with the relevant line manager(s), particularly if others have had to cover for MIG members’ usual duties. The Incident Review Template is stored at Appendix B.23.  |
| 13.3 | Any lessons learned from the incident will be shared with others as appropriate, for example in training sessions and summary reports to the Business Continuity Steering Group and used to update the Major Incident Plan if required. Formal reports may have to be submitted to the Audit, Risk and Governance Committee, Office for Students or others, as confirmed by the Head of Legal Services (see 5.10) and summarised in the annual Business Continuity Report to the BCSG, ULT and ARG. |
| **14.** | **TRAINING AND EXERCISING** |
| 14.1 | This Major Incident Plan is exercised at least once a year when all MIG members, their deputies and representatives from external organisations are invited to participate in an exercise (MIG-EX) organised by the MIG Co-ordinator. Incident Reviews are undertaken as part of the exercise; actions arising, training requirements and lessons learned are captured and the Major Incident Plan is updated accordingly.  |
| 14.2 | Role-specific training is provided for MIG Members according to need and experience, for example MIG Leaders or the Comms Team. The MIG Co-ordinator attends external training sessions and exercises, for example as organised by the [Dorset Local Resilience Forum](https://www.dorsetprepared.org.uk/), the [BCI](https://www.thebci.org/) or [HEBCoN](https://www.hebcon.org/).   |
| 14.3 | The Major Incident Plan aligns to the BU Business Continuity Policy (I:\OVC\Public\Business Continuity) and supporting Business Continuity Plans, which in turn align to the BCI *Good Practice Guidelines 2018,* BS 11200: 2014 *Crisis Management Guidance and Good Practice* and [ISO 22301 (2019)](https://www.iso.org/standard/75106.html) Security and resilience – Business continuity management systems – Requirements. |
| **15.** | **REVIEW AND UPDATE OF THE PLAN** |
| 15.1 | The Plan is reviewed and updated by the MIG Co-ordinator every three months, and as required following any actual incidents or exercises, and submitted to the University Leadership Team and the Audit, Risk and Governance Committee as part of the Annual Review of Business Continuity in February of each year. It is then published via the OVC Public Folder, and all staff and students are informed of its location. The Plan is also subject to external scrutiny by auditors and by the university’s insurers UMAL from time to time. |
| 15.2 | An abridged version of the Plan is stored in the OVC Public Folder: I:\OVC\Public\Business Continuity - Shona Nairn Smith\Major Incident Plan and on the Business Continuity Sharepoint [site](https://livebournemouthac.sharepoint.com/%3Af%3A/s/BusinessContinuity60/EsmntBm9U1xCk2bJjE6Ep1IBGs42gIpcYrXmvGqUOMmOmg). |
| **16.** | **GLOSSARY** |
|  | BCI | [Business Continuity Institute](https://www.thebci.org/) |
|  | EAP | [Employee Assistance Programme](https://staffintranet.bournemouth.ac.uk/workingatbu/healthsafetywellbeing/occupationalhealthwellbeing/employeeassistanceprogramme/)  |
|  | HEBCoN | [Higher Education Business Continuity Network](https://www.hebcon.org/) |
|  | HSE | [Health & Safety Executive](https://www.hse.gov.uk/) |
|  | ICO | [Information Commissioner’s Office](https://ico.org.uk/) |
|  | JESIP | [Joint Emergency Services Interoperability Principles](https://jesip.org.uk/home) |
|  | UMAL | [UM Assurance Ltd (HE and FE Insurers)](https://umal.co.uk/about-us/) |
|  |  |  |

|  |  |
| --- | --- |
|  | APPENDICES |
| A. | CONTACT LISTSMIG MembersAccommodation ProvidersUMAL Beazley |
| B. | CHECKLISTS, FORMS & POLICIES 1. Agenda and Stakeholder Checklist
2. Barclaycard Limits
3. deleted
4. Comms Team Checklist
5. Conference Call Instructions
6. deleted
7. deleted
8. Data Breach Checklist (draft)
9. Data Breach Incident Management Plan
10. Death of a senior figure (Bridges) Checklist
11. Decision-Making Checklist
12. Decision-making Log
13. Evacuation Checklist
14. Extreme Weather Guidance for Staff
15. Extreme Weather Guidance for Students
16. Loss of Building Checklist (draft)
17. Halls of Residence Checklist (Manhattan)
18. High Profile Investigation or Court Case Checklist
19. HazMat Incident Checklist (draft)
20. Incident Review Form
21. Industrial Action Checklist
22. deleted
23. IT Security Incident Checklist
24. Management of Serious Incidents
25. MIG Leader Checklist (draft)
26. Notifiable Diseases (incl. Meningitis) Procedure
27. OfS Reportable Events
28. Overseas Incidents Affecting Staff or Students (draft)
29. People Considerations Checklist
30. Permission to Send All Staff & All Student Emails List (to be updated)
31. Planning an Exercise Checklist
32. Police Arrest on Campus Checklist
33. Power Failure Checklist
34. Press Conference Checklist
35. Protest & Occupation Checklist
36. Risk Register Scoring Matrix
37. Staff Death Checklist
38. Student Death Management Procedure
39. Terrorism Threat Levels Checklist
40. Working Strategy Example
41. IT Systems Checklist (draft)
42. MIG Induction Checklist
43. MIG Terms of Reference 2023/24
44. Pandemic & Epidemic Planning Checklist (draft)
45. SC18 Checklist
46. Suicide Prevention Comms
47. Missing Students Checklist
48. Estates Incident Checklist (draft)
49. Space Prioritisation Checklist (draft)
 |

**APPENDIX B.1**

**BOURNEMOUTH UNIVERSITY**

**MAJOR INCIDENT GROUP**

**STANDARD AGENDA**

|  |  |
| --- | --- |
| **1.** | **Introductions and confidentiality status*** Is everyone willing to participate in this incident response?
* Is anyone conflicted by this incident or our response to it?
 |
| **2.** | **Situation Report*** Update on any previous actions
* What has happened?
* What do we know for sure and what have we assumed?
* What is the impact or potential impact on BU?
* Is this a Major Incident?
 |
| **3.** | **Issues**What are the immediate issues for consideration?* People, inc all stakeholders
* (Operating) Environment, inc all BAU activities
* Assets
* Reputation
 |
| **4.** | **Actions*** What is our strategy?
* What do we need?
* Who do we need?
* When?
* Why?
 |
| **5.** | **Communications*** What do we need to communicate?
* To whom?
* By when?
* How?
 |
| **6.** | **Summary of actions**  |
| **7.** | **AOB** |
| **8.** | **Welfare Check** |
| **9.** | **Next meeting** |
| **10.** | **Stand-down*** Handover roles and responsibilities / stand down MIG.
 |

**STAKEHOLDER CHECKLIST**

|  |  |
| --- | --- |
|   | Impact/Consequences |
| Staff |  |
| Students - current |  |
| Students - future |  |
| Students - graduates |  |
| Board Chairman and Members |  |
| Chancellor & Chancellery |  |
| SUBU inc SUBU Shop & Bars |  |
| Unions - UCU, Unison |  |
| Visitors |  |
| Chapel Gate and BUCB |  |
|  |  |
| AECC |  |
| AUB |  |
| Barclays Bank |  |
| BCP Council Emergency Planning Team |  |
| BCP Council Environmental Health Office |  |
| Blue Light Services – police, fire & rescue, ambulance |  |
| Bournemouth Campus Police Team |  |
| Bournemouth International Centre (BIC) |  |
| British Council |  |
| Bus Companies and their passengers |  |
| Charity Commission and Companies House |  |
| Chartwells (Catering) |  |
| Contractors – IT, builders, etc |  |
| Dorset Council |  |
| Dorset LEP |  |
| Employers |  |
| Enquiries Teams – inc AskBU & Reception |  |
| Environment Agency |  |
| Events planned for today and next few days |  |
| GP surgeries Student Medical Centre & Village |  |
| HSE |  |
| ICO |  |
| Insurance – UMAL and Beazley |  |
| [Jisc](https://www.jisc.ac.uk/) |  |
| Library and Open Access Centres |  |
| Local MPs and councillors |  |
| Mitie (Cleaning) |  |
| Mitie/Profile (Security) |  |
| NHS – services and HSS placements |  |
| Nursery  |  |
| [Office for Students](https://www.officeforstudents.org.uk/publications/regulatory-advice-16-reportable-events/)  |  |
| Ofsted and the ESFA ([Education and Skills Funding Agency](https://www.gov.uk/government/organisations/education-and-skills-funding-agency))  |  |
| Partner Colleges, inc BUINTCOL & Bournemouth & Poole College |  |
| People who are travelling or on placement |  |
| People with PEEPS |  |
| Placement Providers |  |
| Press and social media  |  |
| Private Accommodation Providers |  |
| Professional & Regulatory Bodies (PSRBs) and National Governing Bodies  |  |
| Public Health Dorset and UK Health Security Agency |  |
| Residents – BU (inc Student Village) |  |
| Residents – non-BU |  |
| Schools and Sixth Form Colleges |  |
| Specific facilities on campus (e.g., CG16) |  |
| St Marks Church / School |  |
| Suppliers and deliveries, incl utilities |  |
| TVT |  |
| UCAS |  |