

Incident & Crisis Management Framework

Version 6.0

(2011)

**If you believe that an incident or crisis is developing involving the University, its staff or students
call Security Services on 0117 331-1223 internal 11 22 33.**

Document Control

Owner	Planning Office		Contact Number	0117 92 88489
Version Control	Version	Date	Action	Notes
	Copies of this document can be found at http://www.bris.ac.uk/cicp or from the Planning Office, 5 th Floor Senate House Ext 88489 .			
	6.0	June 2011	Please destroy your old copies of the Crisis Management Plan/Framework and appropriate appendices	Significant changes: Revised TRG action and responsibilities, CMT structure chart
	5.0	April 2010	Please destroy your old copies of the Crisis Management Plan/Framework and appropriate appendices	Significant changes: Redefined crisis management response teams & clarification of team members' roles.
	4.0	August 2008	Please destroy your old copies of the Crisis Management Plan/Framework	Significant changes: Document renamed, inclusion of incident management, clarification of strategic response and tactical response group roles, out of hours response.

CRISIS MANAGEMENT CIRCULATION LIST

Access	Strategic Response Group		Tactical Response Groups	
	Primary	Alternate	Group Leader	Alternate
	Vice-Chancellor	Deputy Vice-Chancellor	Health & Safety	
	Registrar	Deputy Registrar	Director of Health & Safety	Fire Safety Adviser
	The most relevant PVC for the affected activity:	Deputy Registrar	Estates	
	Pro-Vice-Chancellor	Pro-Vice-Chancellor	Bursar	Operations Director
	Director of Planning	Senior Planning & Projects Officer	Residences	
	Administrative Support	Administrative Support	Director of Residences & Hospitality Services	Senior Warden
			Security	
			Head of Security	Security Operations/Support Manager
			Personnel	
		Personnel Director	Deputy Personnel Director	

			Student Welfare/Student Systems	
			Deputy Registrar (Education and Students)	Director of Student Services
				Academic Registrar
			Communications	
			Director of Communications and Marketing	Assistant Director (Public Relations)
			IT	
			Leader of the Information Systems Emergency Management Team	IT emergency management team will be routed to individual on duty
			Legal / Insurance	
			Head of Legal Services / Deputy University Secretary	Insurance Officer
			Infectious Disease Control	
			Director, Students' Health Service	Dr Mark Evans Consultant, Communicable Diseases, Avon Health Protection Unit

			Faculties & Departments	
			<p>The Dean(s) of the affected faculty(ies):</p> <p>Dean of Science</p> <p>Dean of Engineering</p> <p>Dean of Arts</p> <p>Dean of Social Sciences & Law</p> <p>Dean of Medicine & Dentistry</p> <p>Dean of Medical & Veterinary Sciences</p>	<p>Faculty Managers of affected faculty(ies)</p> <p style="text-align: center;">or</p> <p>Heads of Affected Department(s)</p> <p>Alternate contacts with TRG contact sheets in appendix B</p>
Additional co-opted expertise may be required to respond to a crisis or incident, depending on context.				

CIRCULATION LIST (ESTATES INCIDENT MANAGEMENT)

As well as those mentioned in the crisis management circulation list above we also circulate the document to the following individuals who form part of the Estates Incident Management Team (as detailed in Appendix L).

Role	Incident Management Contacts	
	Primary	Alternate (if required)
Shift Co-ordinator	Maintenance Services Shift Manager	
Incident Manager	Surveyor(s)	Senior Engineer / Work Officers
Security Services	Head of Security	Security Operations/Support Manager
Operations Director	Operations Director	Maintenance Services Manager or Senior Surveyor
Director of Health & Safety	Director of Health & Safety	Fire Safety Adviser
Head of School	Heads of School	Alternate contacts listed within TRG sheets (appendix B) or Faculty BCM plans or Security.

1.0 Introduction

The University of Bristol Incident & Crisis Management Framework (ICMF) is the framework for command, control, coordination and communication of the response to an incident or crisis affecting the University, its staff and/or students. Depending on the scale and nature of an incident or crisis, the University's response could be very different and the ICMF is designed to be flexible and adaptable to a range of different scenarios.

The University's Crisis Management Team (CMT) is led by a Strategic Response Group (SRG), which takes overall control of the crisis and acts as the focal point for decisions required in response to the crisis. A number of Tactical Response Groups (TRG) (Estates, Residences, Security, IT etc) will also be formed in particular areas as appropriate. These groups comprise relevant University staff that have particular knowledge and local responsibility for the areas affected and others dealing with the crisis on the ground. This will ensure an effective division of duty between strategic command and tactical control and implementation (A diagrammatic representation of the CMT is shown at 5.1). The Heads of Tactical Response Groups may meet together as appropriate to share information and discuss actions and the Registrar may call on senior divisional heads to support/deputise for him.

Most incidents that affect University operation, e.g. a fire in a building, flood etc. are the responsibility of the Estates Office and qualified staff will assume control of the affected area. The roles and processes that should be followed by the Incident Management Team (IMT), during an incident that affects business as usual, but which is not classified as a crisis is

outlined in this document. During an incident only the IMT will be involved, with members drawn in as necessary depending on the context, and with reference to the Registrar or their designate as appropriate.

The ICMF is intended to provide resources for use both in the event of a crisis and during an incident that affects business as usual, but which is not classified as a crisis according to the definitions given in section 2. The ICMF is a vital part of the University's broader approach to business continuity management, which also incorporates incident-specific plans where appropriate and management systems to deal with all aspects of business continuity and recovery across the entire organisation.

2.0 Definitions

2.1 Key Definitions

Event	Definition
Incident (On or off site)	An event or series of events restricted to a particular local site or service, or an event or series of events off site (for example an incident resulting in a staff or student death while abroad). Such events may disrupt the normal course of University operations and may involve the Emergency Services. The University's response will follow day to day line management arrangements with the appropriate experts (IMT) taking a lead role in controlling the site/service/incident, in accordance with the process set out in the ICMF and, where applicable, the appropriate incident procedure.
On Site Crisis	An event, series of events or outbreak on University property involving life threatening injuries or illness, a threat to life or substantial loss of property or service. Such events will disrupt the normal course of University operations and will involve the Emergency Services. The Crisis Management Team will manage the response, using this Incident & Crisis Management Framework and related procedures as appropriate.

Off Site Crisis	An event, series of events or outbreak outwith University property, but involving University staff or students which could result in intense pressure from the media or relatives. Such events may involve the Emergency Services and third party organisations. The Crisis Management Team will manage the response, using this Incident & Crisis Management Framework and related procedures as appropriate.
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2.2 Incident and Crisis Assessment Criteria

#	Qualitative Assessment	Incident (IMT) ¹	Crisis (CMT) ²
1	Have/are multiple members of staff, students or third parties been killed or in mortal danger (on University-related activities)?		✓
2	Has there been serious injury or illness to multiple members of staff, students or third parties (on University-related activities)?		✓
3	Are there other serious employee or student welfare implications affecting multiple persons? <ul style="list-style-type: none"> E.g. Displacement / Loss of contact Trauma/Kidnap 		✓
4	Will localised University operations be significantly interrupted? ¹ <ul style="list-style-type: none"> Exclusion from site Failure of key process IT/communications disruption 	✓	

¹ Potential incidents include: fire or explosion in building, flood, gas leak, staff or student death, lightning strike, industrial action, student protests and occupation, alarm system failure.

#	Qualitative Assessment	Incident (IMT) ¹	Crisis (CMT) ²
5	Will wider University operations be significantly interrupted ² ? <ul style="list-style-type: none"> Exclusion from site Terrorism Failure of key process IT/communications disruption 		✓
6	Is the University's reputation under serious threat?	✓	✓
7	Is there intrusive media involvement?	✓	✓
8	Is a major supplier / stakeholder / commercial partner under threat?	✓	✓
9	Is there a threat of serious liquidated damages or other financial claim?	✓	✓
10	Is there potential for serious environmental consequences?	✓	✓
11	Any combination of incidents 6 – 10 that together will become a crisis.		✓

² Potential crisis events include: Major utility supply failure, gas/chemical/radiation leak, building subsidence or collapse, flood, serious storm damage, terrorist threat, major industrial action, disturbance or demonstration, chronic crisis (e.g. fuel crisis), fire, major release of laboratory animals, major disease outbreak (human or animal), environmental emergency.

3.0 Incident Types

The following table lists potential incidents and indicates the immediate actions that should be taken when an incident is identified. There are also links to full incident plans that are available on the web. Any incident has the potential to escalate to a crisis, using the criteria above.

Type of incident:	Response:
ALL INCIDENTS	<ul style="list-style-type: none"> • Identify incident nature • If required raise the alarm • If necessary evacuate the building / area • If any individual(s) requires medical attention, please call 999 immediately and ask for the ambulance service. Notify Security Services as soon as possible thereafter • For all other emergencies contact Security Services first and communicate the nature of the incident to them by calling 0117 331 1223 or 11 22 33. If you have any problems contacting security call 999 to alert the emergency services • Security Services will inform Emergency Services and other key contacts if appropriate e.g. The Registrar, Estates Office, Key Departmental Contacts & The Health & Safety Office, etc • If required cordon off area & prevent individuals from entering (Security Services can provide help with this) • Consider the Health & Safety implications of the incident e.g. pollution • Implement specific incident plan if appropriate (see below)
FIRE	<ul style="list-style-type: none"> • Raise the alarm • Evacuate building / area • Communicate nature of incident to Security Services (0117 33 11 22 33). If you have any problems contacting security call 999 to alert emergency services • Security Services will inform other appropriate key contacts • Begin implementation of the fire safety guidelines that can be found at http://www.bristol.ac.uk/safety/fire/
FLOOD	<ul style="list-style-type: none"> • Evacuate building / area • Communicate nature of incident to Security Services (0117 33 11 22 33). If you have any problems contacting security call 999 to alert emergency services • Security Services will inform other appropriate key contacts

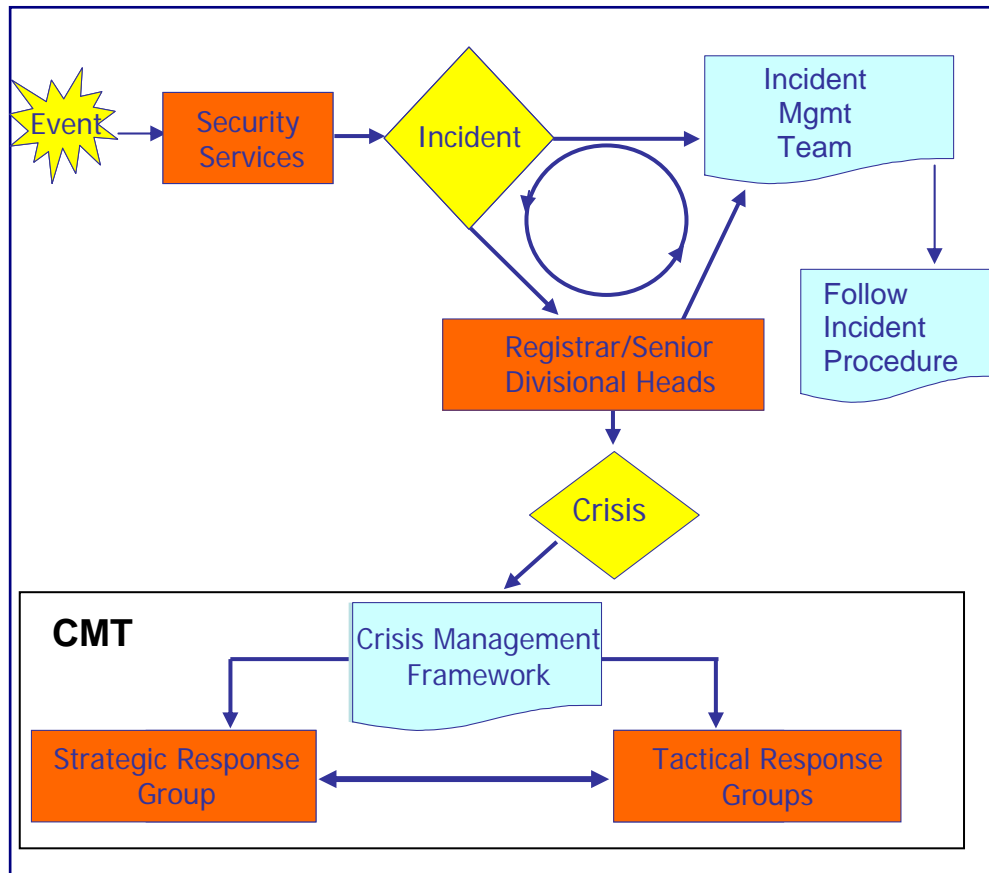
	<ul style="list-style-type: none"> • Security Services will begin implementation of their flood incident plan
MASS EVACUATION	<ul style="list-style-type: none"> • Evacuate building / area • Communicate nature of incident to Security Services (0117 33 11 22 33). • Security Services will inform other appropriate key contacts • Security Services will begin implementation of their mass evacuation incident plan
CONTAMINATION / POLLUTION	<ul style="list-style-type: none"> • Identify type and risk of pollution • Cordon off area & prevent individuals from entering • Communicate nature of incident to Security Services (0117 33 11 22 33). • Security Services will inform other appropriate key contacts • Security Services will begin implementation of their contamination / pollution incident plan • If necessary notify Environment Agency (Health & Safety Office/Sustainability can advise).
DEMONSTRATION / DISORDER	<ul style="list-style-type: none"> • Communicate nature of incident to Security Services (0117 33 11 22 33). If you have any problems contacting security call 999 to alert emergency services • Security Services will inform other appropriate key contacts • Security Services will begin implementation of their demonstration / disorder incident plan
MAJOR / MULTIPLE INJURY (ON SITE) – in addition to the resources identified for a mass evacuation (Staff / Student death see below)	<ul style="list-style-type: none"> • Communicate nature of incident to Security Services (0117 33 11 22 33). If you have any problems contacting security call 999 to alert emergency services • If you are with the patient Security Services may advise that you dial 999 for the ambulance service; this aids immediate treatment and their response • Security Services will inform other appropriate key contacts • Security Services will begin implementation of their major / multiple injury incident plan
TERRORISM / THREAT OF TERRORISM (IN VICINITY)	<ul style="list-style-type: none"> • Communicate nature of incident to Security Services (0117 33 11 22 33). If you have any problems contacting security call 999 to alert emergency services • Security Services will inform other appropriate key contacts • Security Services will begin implementation of their terrorism / threat of terrorism incident plan
MAJOR LOSS OF SERVICE / UTILITY	<ul style="list-style-type: none"> • Communicate nature of incident to Security Services (0117 33 11 22 33) • Security Services will inform other appropriate key contacts • Security Services can help with implementation of the appropriate incident plan <p>Power Supply: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/electricity.pdf Water Supply: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/water.pdf IT / Data Loss: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/dataloss.pdf Waste Disposal: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/waste.pdf</p>

	<p>Security Services: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/security.pdf</p> <p>Portering and Cleaning: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/portering.pdf</p> <p>Health & Safety: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/portering.pdf</p>
MASS ABSENCE (INCLUDING INFECTION / PANDEMIC / INDUSTRIAL ACTION)	<ul style="list-style-type: none"> • Contact relevant staff as outlined in the incident plans <ul style="list-style-type: none"> • Meningitis: http://www.bris.ac.uk/meningitis/action-plan.html • Influenza Pandemic Contingency plan: http://www.bristol.ac.uk/infectious-diseases/
ORGANISED CRIME (OTHER THAN TERRORISM)	<ul style="list-style-type: none"> • Communicate nature of incident to Security Services (0117 33 11 22 33). If you have any problems contacting security call 999 to alert emergency services • Security Services will inform other appropriate key contacts • Security Services will begin implementation of their organised crime incident plan
BUILDING / STRUCTURAL	<ul style="list-style-type: none"> • Communicate nature of incident to Security Services (0117 33 11 22 33). • Security Services will inform other appropriate key contacts • Security Services will begin implementation of their building / structural incident plan
STAFF / STUDENT DEATH	<ul style="list-style-type: none"> • Communicate nature of incident to Security Services (0117 33 11 22 33). If you have any problems contacting security call 999 to alert emergency services • If you are with the patient Security Services may advise that you dial 999 for the ambulance service; this aids immediate treatment and their response • Staff Death refer to: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/deathofmemberstaff.html • Student Death refer to: http://www.bristol.ac.uk/planning/crisismanagementandbcm/icmfdocuments/deathofstudent.html

The communication cascades that Security Services will use when notified of an incident are outlined in Appendix F. Once key contacts have been notified, it is expected that these contacts will take responsibility for informing further colleagues within their area as appropriate. Security Services should not be asked to make further calls to inform deputies or departmental contacts without these communication cascades. **Please make sure that you and your deputies have copies of the information and contact details you might need at home in an easily accessible format.**

4.0 Escalation Procedure

The CMT will be notified of a crisis by the Registrar or 'alternate' (usually Deputy Registrar or Senior Divisional Heads). S/he, in discussion with the VC, Deputy VC or PVCs, will have concluded that the incident is, or has, the potential to become a crisis as defined in Section 2. Initial notification of the incident is likely to have originated from existing notification channels via Security Services. If there is any uncertainty about whether to classify an event as an incident or a crisis, whether at the outset or as the situation develops the Registrar or 'alternate' should be consulted.



5.0 Crisis Management Team Authority

Once the CMT has been convened, the Strategic Response Group (SRG) has full executive authority. Key factors are:

1. The Strategic Response Group has primary responsibility for the command, control, communication and co-ordination of the initial stages of the crisis response. They are authorised to act in the best interests of the University to prevent or minimise the impact of any disruptive event upon the University.
2. The Tactical Response Groups have primary responsibility for implementing the directions of the Strategic Response Group and other specific actions.
3. Primary CMT members must personally ensure that they have an appointed alternate who is familiar with the ICMF and their role within it.
4. Once the CMT has been activated, all members of the Strategic and Tactical Response Groups should remain contactable by telephone or other available means.
5. Contact with the media should only be conducted via the Tactical Response Group: Communications (Group leader Director of Communications).
6. A crisis may also result in invocation of additional local/specific contingency plans in existence across the University.
7. The Strategic Response group will disband following completion of the crisis response.

5.1 Crisis Management Team Structure



The diagram above shows the interactions that will take place between the SRG and the TRGs as well as the interactions between a number of TRGs and external liaison groups during a crisis.

At the start of the crisis the SRG members will contact the leaders of the required TRGs in order to handle the emerging crisis. The SRG will meet at a pre-defined command post and as the crisis develops the SRG will organise a number of meetings and invite the team leaders of the active TRGs to report on progress at each meeting. The SRG will appoint one member to attend the Emergency Services Liaison Group Gold Team (usually the Registrar). The Team Leader or alternate of the TRG: Security & TRG: Communications will appoint a member of their team to attend the Emergency Services Liaison Group Silver & Emergency Services Media Liaison Group respectively. The Tactical Response Group leaders may meet together to share information and discuss actions, as appropriate.

6.0 CMT Roles and Actions

6.1 Strategic Response Group (SRG): Roles, Responsibilities and Actions (Current membership and contact details given at Appendix A).

Upon activation, the SRG will consist of approximately four members selected from the pool identified in this Section. The SRG will convene at an agreed Crisis Command Post (as listed at Appendix C).

The TRGs required will be decided at the time of the crisis, depending on the circumstances and availability of personnel. The TRGs will convene as required during the crisis response but will report to the SRG at periodic intervals throughout the crisis.

Role	Name (Primary) Name (Alternate)
SRG Leader / Chair	Vice-Chancellor Deputy Vice-Chancellor
Responsibilities	Actions
Leadership and direction of the CMT.	Chair periodic CMT meetings
Co-ordinate activities and resources to ensure completion of CMT objectives.	Constantly evaluate degree of threat to the University as information is presented.
External face of the University.	Agree CMT priorities.
Decide who should attend Police/Emergency Services Gold Team at Portishead (normally the Registrar).	Assign / confirm roles and responsibilities for CMT members.
	On completion of crisis management actions, formally disband the CMT and transfer responsibility back to normal management.

Role	Name (Primary) Name (Alternate)
SRG Member	Registrar Deputy Registrar Most suitable PVC(s)
Responsibilities	Actions
Determine crisis management priorities and recovery requirements.	Contact other SRG members and inform them of the crisis & decide if SRG should meet (normally undertaken by Registrar).
Primary interface with academic departments/schools and central services.	Convene at the most suitable Crisis Command Post.
	Identify TRGs required and liaise with relevant team leaders to ensure they are activated.
	Ensure regular updates from TRG leaders.
Control & prioritise deployment of resources and services as required.	Establish likely impacts and affected corporate services / academic / departments / schools.
Attend Police/Emergency Services Gold Team at Portishead (normally the Registrar)	Determine crisis management priorities and recovery requirements.
	Consider need for the phased (temporary) shutdown of the University.
	Prioritise functional recovery and resource allocation.
	Develop functional recovery objectives. <ul style="list-style-type: none"> ○ Establish level of resources over time required to manage the crisis response and recovery. ○ Establish ongoing accommodation requirements. ○ Ensure that recovery facilities/resources are available. ○ Agree budget for crisis response activities.

Role	Name (Primary) Name (Alternate)
SRG Manager	Director of Planning Senior Planning & Projects Officer Support (Planning Office and other colleagues as available).
Responsibilities	Actions
Ensure the availability of facilities necessary for the SRG & TRGs to perform their functions.	Ensure the Crisis Command Post is available and ready for use (room booking plus refreshments for SRG, AVA requirements, multiple external telephone lines, stationery supplies etc).
	Coordinate telephone calls into SRG, maintain telephone log and relay messages as required.
Record decisions and actions at periodic meetings.	Establish servicing support (at least two minute-takers required for SRG to ensure adequate cover and record-keeping).
	Ensure responsibility for actions is clear and chase progress as necessary.
Assist other group members in fulfilling their roles.	Ensure CMT decisions and instructions are effectively recorded.
Know who is active in the TRGs.	Make and maintain contact with leaders of TRGs as and when convened, provide support with practical arrangements (e.g. meeting accommodation, refreshments, admin assistance as required).
	Ensure TRG leaders are kept informed of SRG decisions and actions as appropriate, ensure TRG leaders are available for SRG meetings as required.

6.2 Tactical Response Groups (TRG): Roles, Responsibilities and Actions (Membership and contact details given at Appendix B)

The TRGs are responsible for implementing the decisions taken by the SRG. Once the CMT has been activated the leaders of each active TRG must provide updates to the SRG at the regular meetings that will be held throughout the crisis. Information regarding the following will be required:

- Current status update
- Actions taken
- Outcomes of actions taken
- Significant outstanding actions to be taken
- Resource deployment
- Any other relevant information

We have populated the following TRG sheets as an aid to be used during a crisis. The sheets contain a list of actions & responsibilities that each TRG should carry out. These may vary at the time of a crisis. The sheets have also been designed to be used at the time of a crisis to help log activities and keep a record of events and notes. The contacts details for the TRG teams are listed at Appendix B.

The Tactical Response Groups are listed below in the following order:

1. Security
2. Estates Office
3. Health and Safety
4. Communications
5. Personnel
6. IT Services
7. Library Services
8. Residences
9. Student welfare
10. Academic Registry
11. Legal Services and insurance
12. Finance
13. Students Union
14. Infectious Disease Control
15. Faculty of Arts
16. Faculty of Engineering
17. Faculty of Medicine and Dentistry
18. Faculty of Medical and Veterinary Sciences
19. Faculty of Science
20. Faculty of Social Sciences and Law

1. Tactical Group: Security

Actions/Responsibilities	Completed	Notes
Ensure the Emergency Services have been notified.		
Establish an ongoing liaison with Emergency Services		
Notify key personnel as per relevant ca—out procedures		
Clear access routes for Emergency Services.		
Disperse any persons in the vicinity of the crisis.		
Manage evacuation of the area and surrounding area if required.		
Ensure site security.		
Continue liaison with Police and Emergency Services. Decide who should sit on the Emergency Services Liaison Silver Team if required.		
Deploy/coordinate resources as appropriate		

2. Tactical Group: Estates Office

Actions/Responsibilities	Completed	Notes
Monitor events and predict possible outcomes.		
Collect, evaluate and disseminate information as necessary.		
Maintain information flow as necessary. E.g.: Corporate services. Academic schools. Neighbours In situ personnel at the crisis site.		
Consider potential legal implications.		
Establish location of crisis, severity, likely duration and possibility of secondary dangers.		
Ensure buildings have been sealed and pose no further risk.		
Evaluate degree of ongoing threat to the University.		
Minimise risk of additional threat. Where safety permits:		
Seal buildings.		
Shut off utility supplies and liaise with utilities		
Obtain building schematics for Emergency Services		
Notify utility suppliers		

Notify the local authority.		
Notify environmental regulators, i.e. Environmental Agency, if there has been environmental damage.		
Consider requirements for remedial works, utilising subject matter experts as appropriate. Obtain budget authorisation from the SRG.		
Initiate clean-up procedures.		
Consider building renovation or permanent relocation if appropriate.		
Consult commercial property agents if appropriate.		
Prepare for partial or full re-occupation of the area/building		
Carry out Building/Systems risk assessment		
Carry out Operational risk assessment		
Record and communicate constraints on re-use of the area/building		
Approve re-occupation		
Conduct debrief and complete Crisis Review Report		

3. Tactical Group: Health and Safety

Actions/Responsibilities	Completed	Notes
Advise on aspects of Health & Safety as required. Maintain communications with other TRGs in order to keep up to date with the latest developments.		
Maintain close contact with Estate Services TRG		
Prepare for partial or full re-occupation of the area/building		
Record and communicate constraints on re-use of the area/building		
Carry out Building/Systems risk assessment with Estate Services		
Assist Building Occupier in carrying out Operational risk assessment		
Notify and liaise with the Health & Safety Executive and other enforcement agencies as required.		
Obtain specialist advice where required e.g. on, radiation, chemical, biological / GM, fire, asbestos		

4. Tactical Response Group: Communications

Actions/Responsibilities	Completed	Notes
Identify and articulate the key messages in liaison with the Strategic Response Group, other Tactical Response Groups and the Emergency Services Media Liaison Group as appropriate.		
Identify the stakeholders (students, staff, alumni, Council, relatives, citizens, etc.) who must receive the key messages.		
Determine the most effective ways of getting the key messages to the stakeholders (email, text messaging, website, cascade, telephone, printed matter, etc.) and prepare a communications plan accordingly.		
Establish an emergency call centre if required, in liaison with the Academic Registrar and the Director of Campaigns and Alumni Relations.		The Academic Registry has experience of establishing call centres during confirmation. The Campaigns Office has staff experienced in customer relations and could also find good student callers, particularly outside the summer term. Work on this is underway (see Jerry Woods).
Establish a media centre if required (ideally with parking, power points, telephones, refreshments, toilets and space for one-to-one interviews and press briefings) and maintain proactive and reactive liaison throughout with journalists and broadcasters.		

Consider the University's formal response to any next of kin, in liaison with the Academic Registrar, the Personnel Director and others as appropriate.		
Maintain a record of decisions made and actions taken.		
After the event, evaluate the communications response and identify lessons learned.		

5. Tactical Group: Personnel

Actions/Responsibilities	Completed	Notes
Ensure, via key line managers, staff and student welfare and monitor status of people.		
Coordinate activity to ensure transportation and location of people during recovery.		
In liaison with the emergency services to establish a casualty bureau and reception area if required.		
Monitor wellbeing of the other tactical response groups and the members of the strategic response group.		
Ensure health and safety of staff, visitors, and third parties and that all are accounted for.		
When appropriate ensure that the details of casualties are known.		
Establish people monitoring process as appropriate.		
Check that the Emergency Services have notified next of kin.		
Establish transportation requirements for affected staff, students and third parties.		
Establish repatriation requirements and wishes of next of kin (in liaison with Academic Registry in relation to students).		
Alignment with local and religious customs / beliefs.		
Liaison with UK Authorities.		
Consider the need for counselling and other support services.		
Obtain staff and student records for Emergency Services(in liaison with Academic Registry in relation to students).		

<p>Monitor CMT, staff, student and contractors' welfare during crisis management and recovery actions e.g</p> <ul style="list-style-type: none"> ○ Refreshment provision ○ Working patterns and rest periods ○ Dependencies on key individuals ○ Signs of stress or anxiety 		

6. Tactical Group: IT Services

Team Members	Responsibilities		
Contact Details	Immediately invoke the established IT disaster recovery plan.		
Information Systems Emergency Management Team Daytime Contact 0117 92 87870 Out of hours: Mobile: 07005981773 Will be routed to individual on duty.	Actions	Completed	Notes
Team Leader			
Director of IT Services Tim Phillips Work: 0117 92 87849 Home: See Appendix B Mobile See Appendix B			

Deputy			
Information Systems Emergency Management Team Leader Daytime Contact 0117 92 87870 Out of hours: Mobile: 07005981773			
Team Members			
As defined in IT disaster recovery plan. http://www.bris.ac.uk/cicp/itdataloss			

7. Tactical Group: Library Services

LIBRARY PLAN	See Disaster Control Plan: http://www.bris.ac.uk/is/policies/disasterplan.pdf		
	Work	Home	Mobile
Cathryn Gallacher Director of Library Services and Information Services Communication	0117 92 88023	See Appendix B	See Appendix B

8. Tactical Group: Residential and Hospitality Services

Actions/Responsibilities	Completed	Notes
Activate Service Emergency Plan (Service and building specific)		
Work closely with Communications team		
Liaise with Estates Services on Building and Security related issues		
Notify student Services (Welfare & Systems)		
Notify the Academic Registry		
Consult University Secretary on Legal & Insurance matters		
Liaise with Finance Office		
Communicate with Health and Safety Office		
Notify 3 rd party providers as appropriate		
Notify Bristol City Council as appropriate		
Carry out event specific risk assessment and map actions with existing Service and Building Emergency plan activities		
Set up campus relocation centres if appropriate.		

9. Tactical Group: Student Welfare

Actions/Responsibilities	Completed	Notes
Monitor and protect student welfare		
Monitor numbers and names of affected students		
Liaise with emergency services as appropriate		
Monitor impact on different student groups - private accommodation, international, part-time, disabled etc.		
Offer advice and counselling to affected students and, if necessary friends and family members		
Liaise with Communications Tactical Group on communications with students, next of kin, applicants, general public		

10. Tactical Group: Academic Registry

Actions/Responsibilities	Completed	Notes
Liaise with academic departments and student residences as necessary		
Monitor numbers and names of affected students		
Liaise with emergency services as appropriate		
Monitor impact on different student groups - private accommodation, international, part-time, disabled etc.		
Provide student financial support if needed		
Assess and manage impact on student assessment and progress		
Assess and manage impact on student recruitment events e.g. open days, summer schools		
Provide contact details for students for mass communications if necessary		
Ensure student records updated as necessary		
Liaise with Personnel Tactical Group on provision of transportation, casualty bureau, and refreshments.		
Liaise with Communications Tactical Group on communications with students, next of kin, applicants, general public		

11. Tactical Group: Legal Services and Insurance

Actions/Responsibilities	Completed	Notes
Identify any legal risks e.g. breach of contract; prosecution for breach of any statute or regulation (examples are Corporate Manslaughter, Health & safety, Human Tissue, Fire Safety Regs, Home Office Licence, Education Acts, Charities Act) & instruct defending solicitors as necessary		
Work with affected department(s), individuals & Health & Safety Office as appropriate to elicit and record evidence to defend UoB if necessary (see also insurance section below)		
In the event of a prosecution, collate bundles of evidence and ensure details communicated effectively to solicitor/barrister to achieve as positive an outcome as possible for UoB in the given circumstances		
Ensure the outcome and any actions flowing there from are communicated appropriately to the university community		
Contact insurers and loss adjusters and meet those in affected department(s) to agree and scope initial recovery actions & costs.	Yes	Contact details (including out-of-hours contact numbers) for insurers, loss adjusters and Belfor held in Secretary's Office, Senate House in hard copy and electronically (see: Insurance Procedures manual in Seco Team folder), at Insurance officer's home address and on her mobile
Obtain interim payment(s) from insurers to streamline cashflow to departments and to estates		
Instruct Belfor (insurer's nominated clear-up contractor) to clean smoke damage etc, from buildings/machinery.		

If damage is by water to books and documents invoke library recovery plan using their nominated recovery contractors		
Remind departments of need to work within EU purchasing requirements to replace any key items of machinery, in liaison with Purchasing as necessary		
Agree with depts how specialist machinery will be cleaned/repaired (normally via manufacturer or maintenance company) and agreeing costs in advance with insurers		
Assist depts to co-ordinate clean-up/recovery with Operations, Facilities, HSO, external contractors as necessary		
Collate details of costs & finalise insurance claim, distributing correct money to appropriate budget codes		
If people are injured/killed, work with insurers' claims investigator, HSO and HODs & DSAs of affected depts to elicit & record all relevant info e.g. witness statements, risk assessments, operational procedures, safety manuals etc.		
Follow up after the event with insurers to ensure any insurance requirements post-loss are practically achievable & financially realistic, so as to prevent as far as reasonably practicable a reoccurrence of the event		

12. Tactical Group: Finance

Actions/Responsibilities	Completed	Notes
Additional Team Membership - Finance TRG to identify other Finance Office staff to co-opt, to be decided separately for each crisis in the light of its location and nature.		
Monitor crisis response - Set up liaison process with University staff managing the crisis response.		
Capture information - Set up new Element 2 to capture crisis related additional expenditure and disseminate to University staff managing crisis.		
<p>Estimate financial impact - From information received from point 2, estimate total financial impact on UoB in terms of</p> <ul style="list-style-type: none"> a. Cash Management b. Income & Expenditure Account c. Secondary impacts d. Other impacts (including balance sheet and tax) e. In current and future financial periods 		
Authorise emergency expenditure - Consider crisis-related expenditure requests in excess of normal delegated authority limits, bearing in mind financial impacts estimated in point 4. Provide financial support for funeral arrangements.		

<p>Other actions Consider other impacts such as:</p> <ul style="list-style-type: none"> a. Report to the Chair of the Finance Committee & Treasurer b. Report to HEFCE, bankers, others c. Liaison with suppliers/customers likely to be affected d. Potential breach of contractual commitments (for example, research outputs) e. Impact on banking covenants f. Need for asset impairment review g. Disclosures in financial statements 		
<p>Update regular reporting - Ensure ongoing finance processes, such as Treasury Management and invoice processes, incorporate current and projected impact of crisis.</p>		

13. Tactical Response Group: Students' Union

Actions/Responsibilities	Completed	Notes
Activate the Union's continuity plan if necessary. Notify all staff, appropriate 3 rd parties and external users of the building. Notify H&S sub contractor. Undertake operational risk assessments as appropriate. Liaise with Estate department on building safety issues		
Monitor impact on students through elected Officers. Liaise with Student Welfare/Systems		
Communicate with student body – using website, Epigram, email, facebook, twitter, etc. Liaise with Communications Tactical Group regarding press enquiries/media.		
Communicate with Nation Union of Students if appropriate		
Mobilise student volunteers if required through Student Community Action.		
Mobilise students to provide peer support and buddy networks		
Provide space for temporary shelter, meeting space or refreshments		

14. Tactical Group: Infectious Disease Control

Actions/Responsibilities	Completed	Notes
Convene Infectious Diseases Committee (Chair / Head of Planning).		
Provide practical / servicing support for Committee (Planning Office).		
Liaise with CCDC / HPA for up-to-date advice and information.		
Seek advice from designated Infectious Disease Consultants (specified in Meningitis Protocol).		
Implement Meningitis Protocol as applicable (in case of meningitis but also applicable for infectious diseases other than meningitis, e.g. mumps, measles).		
Implement Pandemic 'Flu Contingency Plan as applicable.		
Link with Security TRG to advise of possibility of out-of-hours phone calls to switchboard and to provide support for mass medication/treatment if required.		
Link with Communications TRG, HPA Communications team and Students' Union regarding press liaison and the distribution of information en masse to staff and students (emails, web, hard copy, mass text).		
Link with Residences TRG regarding quarantine		

<p>arrangements, welfare of unwell students in University residences, arrangements for mass medication/treatment sessions as required.</p>		
<p>Link with Student Welfare TRG regarding communication with friends and family of unwell students, ongoing student support for students ill and in recovery, implementation of student death procedures if required.</p>		

15. Tactical Group: Faculty of Arts

Actions/Responsibilities	Completed	Notes
Ensure that faculty(ies) / academic departments have activated their contingency plans and alerted contacts as appropriate.		
Notify recruitment consultants (permanent and temporary staff).		
Contact 3 rd parties including research-funding bodies as necessary.		
Contact other regional FE and HE establishments as necessary.		
Carry out Building/Systems risk assessment		
Carry out Operational risk assessment		
Record and communicate constraints on re-use of the area/building		
Prepare for partial or full re-occupation of the area/building		

16. Tactical Group: Faculty of Engineering

Actions/Responsibilities	Completed	Notes
Ensure that faculty('s) / academic departments have activated their contingency plans and alerted contacts as appropriate.		
Notify recruitment consultants (permanent and temporary staff).		
Contact IAB or other 3 rd parties including research-funding bodies as necessary.		
Contact other regional FE and HE establishments as necessary.		
Carry out Building/Systems risk assessment		
Carry out Operational risk assessment		
Record and communicate constraints on re-use of the area/building		
Prepare for partial or full re-occupation of the area/building		

17. Tactical Group: Faculty of Medicine and Dentistry

Actions/Responsibilities	Completed	Notes
Ensure that faculty(ies) / academic departments have activated their contingency plans and alerted contacts as appropriate.		
Notify recruitment consultants (permanent and temporary staff).		
Contact NHS or other 3 rd parties including research-funding bodies as necessary.		
Contact other regional FE and HE establishments as necessary.		
Carry out Building/Systems risk assessment		
Carry out Operational risk assessment		
Record and communicate constraints on re-use of the area/building		
Prepare for partial or full re-occupation of the area/building		

18. Tactical Group: Medical and Veterinary Sciences

Actions/Responsibilities	Completed	Notes
Ensure that departments have activated their contingency plans and alerted contacts as appropriate.		
Establish a perimeter for building/site following incident		
Activate emergency faculty and departmental plans including communication strategy to staff		
Ensure have expert advice on site before carrying out building/site risk assessment (including insurance staff from University Secretary's Office)		
Carry out Building/Systems risk assessment		
Carry out Operational risk assessment		
Record and communicate constraints on re-use of the area/building		
Prepare for partial or full re-occupation of the area/building		
Contact other regional FE and HE establishments as necessary.		
Contact Statutory bodies as appropriate, GMC, GDC and RCVS		
Contact 3 rd parties including research-funding bodies as necessary.		

19. Tactical Group: Faculty of Science

Actions/Responsibilities	Completed	Notes
Ensure that faculty(ies) / academic departments have activated their contingency plans and alerted contacts as appropriate.		
Activate emergency faculty and departmental plans including communication strategy to staff		
Contact other regional FE and HE establishments as necessary.		
Carry out Building/Systems risk assessment		
Carry out Operational risk assessment		
Record and communicate constraints on re-use of the area/building		
Prepare for partial or full re-occupation of the area/building		
Contact 3 rd parties including research-funding bodies as necessary.		

20. Tactical Group: Faculty of Social Sciences and Law

Actions/Responsibilities	Completed	Notes
Ensure that faculty(ies) / academic departments have activated their contingency plans and alerted contacts as appropriate.		
Contact other regional FE and HE establishments as necessary.		
Carry out Faculty Estate/Systems risk assessment		
Carry out Building/Systems risk assessment and operational risk assessment		
Carry out Operational risk assessment		
Record and communicate constraints on re-use of the area/building		
Prepare for partial or full re-occupation of the area/building		

Bristol City Council's Civil Protection Unit may be able to provide help and facilities during a crisis. For assistance please call **0117 903 7322**.

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Nigel Parson - Emergency Planner

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