

The Glasgow School of Art  
**BUSINESS CONTINUITY AND MAJOR INCIDENT RESPONSE PLAN**  
**PART 2 IMPLEMENTING THE PLAN**  
 April 2022



Degree Show 2018 McAteer photograph 1 June 2018

**Policy Control.**

Title	Business Continuity and Major Incident Response Plan Part 2 Implementing the Plan.
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## 1. Activating the Business Continuity and Major Incident Plan

Reassuringly most incident and accidents are minor. Local mitigations are usually sufficient to cope (a mop and bucket or some local first aid) and normal business can quickly resume.

As an aside, no matter what the scale of the accident or incident, it is still important that we remember to carry out a post event review of all of the process and controls to help prevent reoccurrence.

However, occasionally, an event occurs that requires additional resource to control.

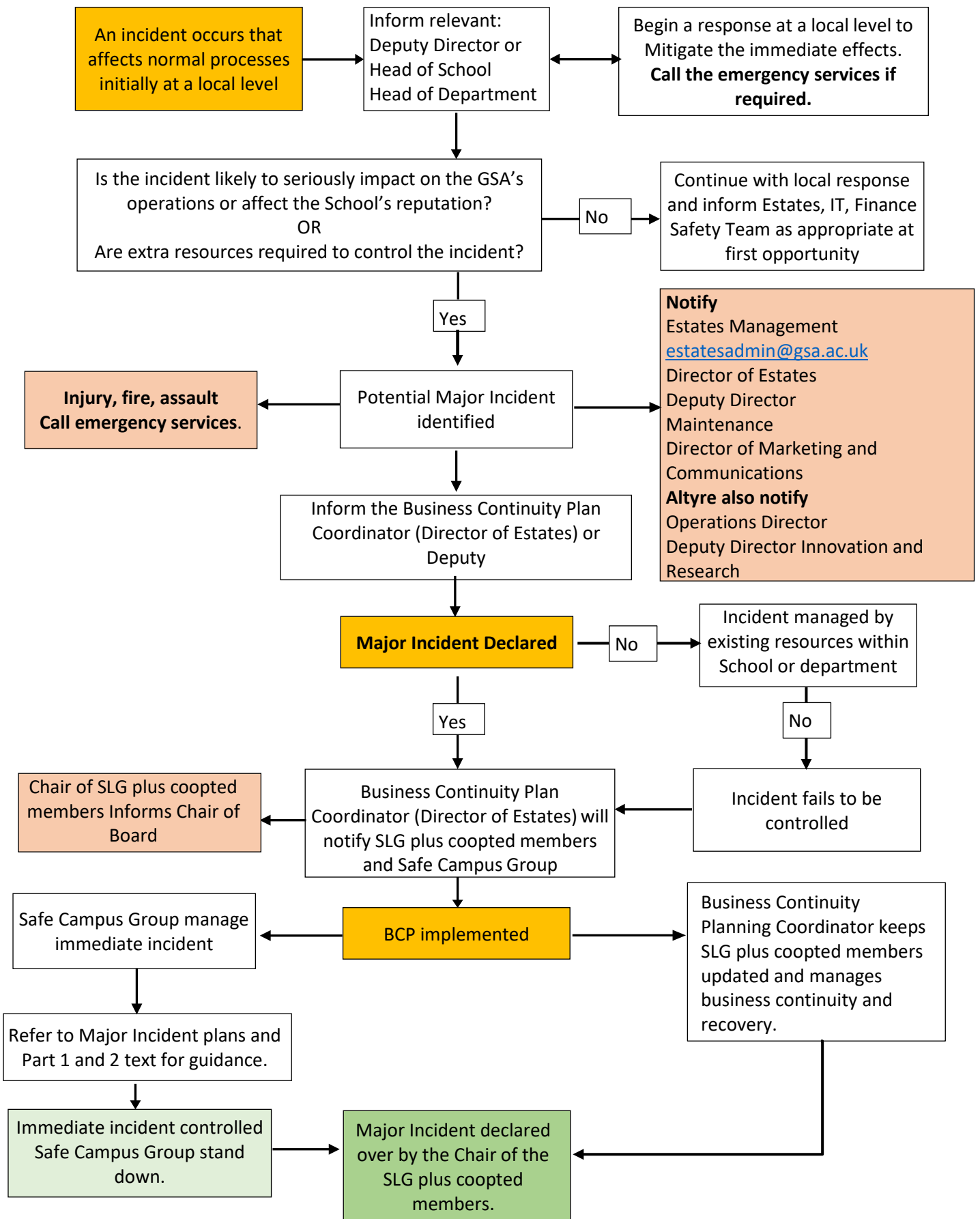
Some incidents may be obvious that they will have a major impact, for example an accident resulting in serious injury to a person or damage to property rendering it unusable.

Others may initially be innocuous but can rapidly develop into having far reaching consequences, computer viruses or reduced student intake for example.

A Major Incident may begin as something affecting only a small part of a School or Department. The first person to notice might be the most junior member of the team.

It is therefore vital that everyone knows what to do when an incident occurs and the procedures to be followed through the various response phases explained in Part 1 of the Plan.

## 2. Business Continuity and Major Incident response plan implementation process.



### 3. Activating the Business Continuity Plan

#### 3.1 Responsibilities

##### First at scene

The first person to notice an incident or accident should:

- Call emergency services where required e.g. fire, ambulance or police.
- Implement local response where safe to do so to reduce the impact of the incident. E.g. close doors and windows, turn off taps or power.
- At the first opportunity they should inform their manager or supervisor who will pass the message up the chain of command to the Head of School or Department.
- Preserve the scene so far as is reasonably practical (e.g. establish a cordon by locking doors, stop people walking in, put up barriers).

##### Head of School or Department (Deputy Director, HoS, HoD)

On being notified of an incident the Head of School or Department should consider the following:

- Is the Incident likely to seriously impact on the GSA's operations, the health and safety of staff, students or visitors, the GSA Estates or cannot be effectively managed by Departmental or individual school emergency response procedures.
- Are additional resources required to control the incident?

**If the answer is yes to either of the above** the HoS or HoD or Deputy Director should notify the Business Continuity Plan Coordinator (Director of Estates) or their Deputy or the Head of Health and Safety.

##### Business Continuity Plan coordinator (Director of Estates) or Deputy.

On being notified of a potential Major Incident the Business Continuity Plan coordinator will:

- Utilise the process flow diagram and decide based on available information, whether the incident is to be regarded as a Major Incident.
- Where time and circumstances allow, gather available information about the incident to inform their decision.
- Notify the Chair of the SLG (plus co-opted members)
- On deciding that this is a Major Incident call the Safe Campus Group together.
- Chair the Safe Campus Group
- Provide advice and guidance on resources available from the Estates Department
- Liaises with Estates staff including Residential Accommodation Manager as required for alternative accommodation
- The Clerk to the Safe Campus Group (one of the administrative staff in Estates) will maintain an incident, decision and call logs. (Reference Appendices 1 and 2 of this document)
- Decide, together with the chair of the SLG (plus co-opted members), whether or not to activate the BCP.
- Attend the scene with the Head of Health and Safety, facilitate immediate assistance to staff, students and emergency services.
- Where appropriate, preserve the scene and evidence, identify witnesses.
- Together with the Head of Health and Safety establish a control room and other specialist areas (reference Appendix 3)
- Control rooms need to be chosen with due consideration to any cordons or exclusion zones established by the emergency services.
- After liaising with the chair of the SLG plus co-opted members stand down the Safe Campus Group response team once the initial incident response phase is over.

##### Senior Leadership Group (SLG) plus co-opted members.

The SLG with co-opted members is responsible for:

- Determining the scope and impact of the incident.

- Communicating information, advice and instructions (internal and external).
- Appointing a Clerk to record decisions and communications.
- Continuity of School operations, so far as is reasonably practical, during and after the incident.
- Maintaining contact with the Safe Campus Group at the scene.
- Managing the recovery phase of the incident.
- Managing the financial implications of the incident.
- Managing and deploying the School resources during the recovery phase.
- Responding to the needs, including welfare, of the School community in the aftermath of a major incident.
- Managing the reconstruction and restoration of facilities.
- Arranging such assistance as is required from the local authority to maintain operations in the aftermath of such an event.
- Liaising with members of the School community not involved in the incident itself
- Arranging and organising briefings for the media and public.
- Arranging for the visiting of casualties in hospital or their home.
- Arranging care for the families of any casualties.
- Addressing any on-going needs of casualties and their families.
- Ensure, so far as is reasonably practical, that no group or individual is disadvantaged by loss of service provision at the GSA as a result of a Major Incident.
- Ensuring that consideration is given to the provisions of the Equality Act 2010 during the management of a major incident and as part of the recovery planning.

## Safe Campus Group

**The Safe Campus Group will be convened in the event of any Major Incident being declared or if there is a high risk of a local incident escalating.**

It may be necessary to establish sub-groups of the Safe Campus Group to manage aspects of an incident or to co-opt individuals with specific expertise. Members of the Safe Campus Group are drawn from the areas within the School, which have the most expertise and experience for that particular area. Close liaison is necessary between the Safe Campus Group and the SLG plus co-opted members.

The Safe Campus Group is responsible for minimising risks to people, property and reputation. This will involve:

- Identifying risks and assessing the likely scale, duration and impact of the incident.
- Responding to the immediate operational and strategic implications of the incident which may include
  - Controlling the emergency until the emergency services take over.
  - Protecting personnel from harm including co-ordination of first aid requirements until emergency services take over.
  - Preserving the scene and evidence.
  - Identifying witnesses
- Establishing the School's priorities in responding in a timely way to the incident.
- Allocating resources in coordination with the SLG plus co-opted members to enable the agreed response.
- Assisting the SLG plus co-opted members in Coordinating internal and external communications.
- Assisting the SLG plus co-opted members liaising with external agencies.
- Assisting the SLG plus co-opted members planning for business recovery.
- Containment and assessment of physical and environmental damage.
- Controlling access and preventing unauthorised interference with evidence or property
- In liaison with the SLG plus co-opted members establishing an incident control room in one of the predetermined locations. Reference Appendix 3.
- Ensuring that the School reception is aware of the incident control room telephone number and the office or mobile contact phone numbers on which team members can be reached during the incident. Reference Appendix 4
- Assisting the emergency services as required and directed by them.

- Security, salvage and clear up operations during and after the incident.
- Assisting the SLG plus co-opted members locating and procuring alternative accommodation and equipment.
- Assisting the SLG plus co-opted members liaising with the insurance company and loss assessors if appropriate.

### **The Director of the School of Art**

The Director, or in the Director's absence their nominated Deputy(s):

- Chairs the SLG plus co-opted members.
- Retains control over the event as a whole.
- Oversees all activities.
- Maintains communication with the Business Continuity Plan coordinator
- Acts as the School spokesperson, informed and advised by the Director of Strategy and Marketing.
- Informs and keeps updated the Chair of Board of Governors

### **Director of Strategy and Marketing**

As part of the SLG plus co-opted members the Director of Strategy and Marketing and their delegated representatives will:

- Coordinate internal and external communication and monitor media reports.
- Provide communications releases and advice to the Chair of the SLG plus co-opted members.
- Monitor social and mainstream media.
- Manage media interactions to ensure a consistent message is delivered.
- Assist with planning for recovery and re-establishment of normal services.

### **Director of Finance:**

The Director of Finance has responsibilities across all phases of the Major Incident Response.

These include:

- Ensuring appropriate insurance policies are in place.
- Contacting and liaising with the School's Insurers/Loss Adjusters/Assessors.
- Ensuring correct cost recording procedures are in place.
- Assessing business interruption losses.
- Establishing the position of any legally binding contracts which may be threatened by the incident.
- Activating any School financial reserves and making them available as required.
- Advising the Director and the Board of Governors of the financial implications of the emergency.

### **Deputy Director Academic**

- Liaises with Head of Student Support and Development and coordinates support services for affected students.
- Organises resources for continuing support of students

### **Director of Information Technology**

The Director of Information Technology is responsible for:

- Implementing the School's separate IT Business Continuity Plan,
- The restoration of the School's IT and telecommunications services
- Advising the Safe Campus Group and SLG plus co-opted members and others on the IT/IS implications of the incident.

### **School Registrar and Secretary and or Academic Registrar**

- Provide Safe Campus Group and SLG plus co-opted members with relevant details of affected students
- Anticipate timetable implications and mitigate impact
- Updates student records



- Liaises as required with partner organisations
- Obtains student details for emergency services

### **Deputy Directors, Heads of School and Heads / Directors of Support Departments**

Heads of School and Heads / Directors of Support Departments are responsible for:

- Providing advice to the SLG plus co-opted members and Safe Campus Group regarding the particular requirements of their area of responsibility
- Ensuring that their risk register is up to date
- Providing contact details for key staff
- Assisting with contacting staff and students as required

In addition to their roles on the various teams mentioned above the Heads of School and Heads of support Departments are responsible for ensuring that, as far as is possible, all vital records and documentation held within their School or Service are up to date and backed up.

This includes

- Staff roles and contact details
- Student contact details
- Teaching and examination records

### **Head of Health & Safety** (An expanded guide to their duties is contained in Appendix 5)

The Head of Health & Safety has a responsibility to provide:

- Coordination of operations relating to the Safe Campus Group Major Incident response.
- Professional health and safety advice and support to the SLG plus co-opted members and the Safe Campus Group.
- Lead on any internal investigation.
- Liaise with the Health and Safety Executive and other relevant authorities.
- Assist any external agencies with their investigations.
- Assist with preserving any scene, gathering evidence, identifying witnesses.

### **The Switchboard operators:**

Switch board operators will

- Carry out their normal duties.
- Inform Janitorial Team Leaders
- Transfer enquiries regarding the incident to the SLG plus co-opted members and Safe Campus clerks.
- Maintain a log of all calls taken during the incident including time of call, who the call was transferred to, and any action taken.
- Depending on the volume of calls, create an outgoing message to update callers in conjunction with the SLG plus co-opted members and Director of Strategy and Marketing.
- Where possible, record calls relating to the incident so as to support the incident log in any enquiry.

## **4. Communications**

Primarily, internal communications during a Major Incident will be via the land line and mobile telephone systems. It will be investigated to have some mobile phones on a different service provider.

All communication with external agencies should be routed through the Media and Communications team. No unauthorised persons should speak to the media.

The objective is to maintain or establish clear and regular communications as soon as possible.

Tables of contact details are available in Appendix 4 as well as the SLG plus co-opted members and Safe Campus Group team lists.

### **Control Rooms and Specialist areas**

A table of the locations for the control rooms and specialist areas is in Appendix 3



## Appendix 1. Major Incident decision log.

INCIDENT Brief description	
LOCATION OF INCIDENT (also see sketch plan page)	
DATE/TIME INCIDENT COMMENCED	
LOG COMMENCED BY	
DATE/TIME LOG STARTED	
DATE/TIME LOG ENDED	
BOOK	..... of .....

This document is intended for use by the SLG plus co-opted members, Safe Campus Group or by School/Departments. Add additional pages or make copies as required

**During an incident a comprehensive log must be kept of all events, information received, decisions, reasoning behind those decisions and action taken.**

### Guidance notes

- All actions must be recorded in sufficient detail to enable detailed recollection and scrutiny at a later date.
- All entries should be clear, legible to others and accurate, using permanent black ink.
- Do not erase entries or remove pages.
- Record facts. Do not assume anything or give your own comment/opinion.
- Record all actions in chronological order, using the 24 hour clock. Add new date if incident spans more than 24 hours.
- Record attempts (failed or successful) to contact departments, agencies, or individuals.
- Document any health and safety issues with actions taken and reference to any risk assessments used.
- This is not an exhaustive list and should not preclude entries on other relevant issues.
- This log must be maintained until such time as the incident is concluded to the satisfaction of the chair of SLG plus co-opted members.
- The person recording this log should sign, date and time each entry.
- Events should include all actions and for example arrival of emergency services, press, University staff, contractors and VIPs etc.
- Where members of the EMT change during the course of an incident, this should be recorded and the HO/TO made into an action.
- During the incident this log must remain with the member of staff leading the Emergency Response
- The completed log should be handed over to the Business Continuity Manager for retention, together with any supporting papers.
- The contents of the log may be disclosable for later investigations or legal action.
- **A Decision Log** should also be used to record all options regarding the incident or part of the incident that lead to a decision.
- Record your chosen option with supporting reasons and why other options were not chosen or pursued.
- Record why you can or cannot do something.
- If there is any possibility of you having to explain or justify your actions, non-actions or decisions later, then document them in this log.
- Decisions should be checked and counter signed by a member of the team.

**EMERGENCY MANAGEMENT TEAM MEMBERS PRESENT:**

<b>Role</b>	<b>Name</b>
Emergency Management Lead	
Decision Log Keeper	
Head of Security	
Business Continuity	
Liaison Officer	
Communications	
Information Manager	
Press Officer	
Health	
Safety	
Estates	
Facilities	
Student Services	
Halls of Residence	
IT Services	
Human Resources	
Finance/Insurance	
Log Keeper	

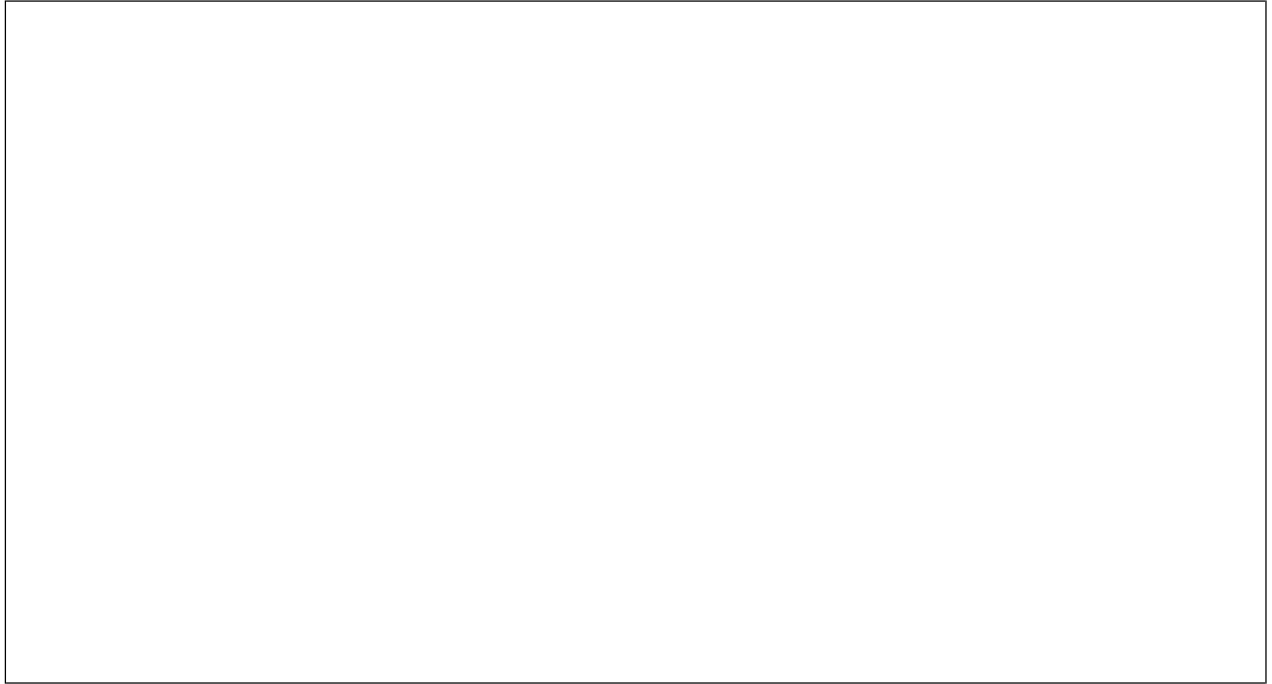
**OTHERS PRESENT (School / Department reps, other agencies etc):**

<b>Role</b>	<b>Name</b>

**SUMMARY OF BRIEFING GIVEN**

<b>Briefing from:</b>	
<b>Date/Time:</b>	

**SKETCH PLAN OF INCIDENT LOCATION (if relevant)**

A large, empty rectangular box with a thin black border, intended for drawing a sketch plan of an incident location. The box is currently blank.



Add pages as required

<b>AREA (Indicate relevant area):</b>				
FINANCE	ESTATES	LEGAL	BCM	OTHER:
RESOURCES	HR	MEDIA/COMMS	STUDENTS	
<b>OPTIONS:</b>				
<b>DECISION:</b>				
<b>REASON:</b>				
<b>ACTION:</b>				
Member of staff making decision --- Sign/Print Name:				Date/Time:
Member of staff making entry (if different) --- Sign/Print Name:				Date/Time:
Supervised Review/Counter signature --- Sign/Print Name:				Date/Time:

## Appendix 2 Call Log

The call log should list all external and internal calls made during the incident, including timings. It must be kept up to date and in a place that is convenient within the Control Centre/ Point.

<b>Log Page No:</b>				
<b>Day:</b>		<b>Date:</b>	<b>Incident Controller</b>	
<b>Time of First Alarm</b>		<b>Time Emergency Services Notified</b>		
Description of Incident:				
<b>No.</b>	<b>Time (24-hour clock)</b>	<b>Summary of call content</b>	<b>Action taken</b>	<b>By whom.</b>
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### **Appendix 3 Control room and specialist area locations**

The potential locations for Major Incident Control rooms and other specialist areas at each of the School's main buildings is noted in the hard copy of this document given to key staff and also available in the emergency cabinets.

Control rooms need to be located with consideration to any cordons and exclusion zones established by the emergency services. These may extend for hundreds of metres in all directions and are subject to an assessment of the situation by the attending services.

With this in mind two locations have been chosen in central Glasgow which are sufficiently far apart that they would be outside a likely cordon placed around one or the other. The Principal location would be dependent on the location of the incident.

## **Appendix 4 Communications and contacts lists for Major Incidents.**

**The contact details will be kept in the Major Incident Response Cabinets currently in the following locations.**

- 6 Rose Street 3<sup>rd</sup> floor landing
- Haldane outside the cinema room
- Reid room PS1

**Information Technology hold a list of all GSA mobile numbers should this be required.**

**All members of SLG plus co-opted members and Safe Campus Group have a hard and electronic copy of this document with all numbers required.**

### **Fire**

In the event of a fire alarm, a call will be received at the main Reid reception from the Alarm Receiving Centre giving details of the building where the alarm has been activated.

Janitorial Staff will immediately proceed to the building with keys and await the arrival of the Scottish Fire and Rescue Service.

Additionally, if in one of the buildings listed below, or impacts student welfare, please also contact the appropriate person below;

### **Communications and Press and Media**

In the event of a Major Incident the GSA Business Continuity Plan will be put into action with Director of Strategy and Marketing of Deputy leading on all external and internal communications.

## Appendix 5 Guidance for Head of Health and Safety

### On notification of Incident

- Establish facts as known.
- If incident on School's property, ensure affected area has been secured and Emergency Services contacted as appropriate.
- If the emergency services are not on scene and if required establish a cordon to protect the scene and within which you can work unhindered.
- If required for health and safety reasons establish an exclusion zone.
- If necessary, ensure hazardous areas have been evacuated.
- Establish, if appropriate, if all staff, students and known visitors are accounted for.
- Ensure Reception/Switchboard are made aware of incident.

*Where an incident occurs that has the potential to become a Major Incident, inform all Safe Campus Group members to be on standby and available.*

- Notify the Business Continuity Planning Team Coordinator
- In liaison with the above decide whether to invoke the BCP

### In event that Business Continuity Plan is invoked

- If appropriate, in liaison with SLG plus co-opted members coordinator identify Major Incident Room and Safe Campus Group Support Officer to ensure appropriate equipment, IT and communication systems.
- Safe Campus Group Support Officer to contact Safe Campus Group to call to meeting
- Continue to Liaise with the Business Continuity Planning Team Coordinator

### First Meeting of Safe Campus Group after the Major Incident

Brief the Safe Campus Group and the SLG plus co-opted members Coordinator on the nature of the Major Incident:

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

- Do a final check to make sure everything has been considered.

### **Managing the Incident**

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

### **Emergency Equipment and Personal Protective Equipment.**

#### **Emergency Cabinets at Main Campus**

##### **Main Campus emergency cabinet locations**

Reid PSR1 Ground Floor

Haldane 1<sup>st</sup> Floor

6 Rose Street 3<sup>rd</sup> Floor

Additional cabinet will be put in each of the main buildings

#### **Forres Campus - Building A**

All to comprise of the following

- Hi-visibility jacket or waistcoat
- Torch
- Copy of the School BCP including management contact numbers
- Emergency contact lists
- Pencil and paper (mixed)
- Maps and plans of the School estate
- Cordon tape
- Clip boards x 5
- Major Incident decision log (with 10 copies of the blank continuation sheet, 10 x copies of the event log pages)
- Call log (10x copies)
- Contact list for major Incidents (Laminated)
- Guide for Safe Campus group coordinator (Laminated)
- Process flow chart (laminated)

Estates Department is responsible for maintaining the security, integrity and functionality of the above equipment in order to ensure they are available, complete and in good working order if and when required.

Defibrillators – the School defibrillators are available at Reid and Stow Reception, Library at the main desk and Alytre, Main Studio. These are maintained by the Health and Safety Team.