

# The Glasgow School of Art

## Incident Management Plan

**June 2015**

(Minor Updates: October 2016)

Policy Control

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**THE GLASGOW SCHOOL OF ART**

**INCIDENT MANAGEMENT PLAN**

**June 2015**

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Reference Document: Directorate and Senior Staff Out of Hours Contact List  
(distributed by Directorate Office)

## 1. INTRODUCTION

This document outlines GSA's emergency planning and response model including the identification of the Incident Management Team and their responsibilities.

## 2. OBJECTIVES

The objectives of these guidelines are to:

1. Be prepared for any crisis situation and isolate it from normal GSA operations.
2. Rapidly capture, evaluate and act upon information.
3. Involve those people who are essential to crisis resolution, regardless of normal reporting relationships.
4. Speak with one voice, ensuring that all stakeholders are addressed.
5. Keep people informed and avoid duplication of effort.

## 3. INCIDENT MANAGEMENT

GSA recognises the importance of ensuring a swift and effective response to any serious incident. A serious incident in the context of this document is defined as *"any unplanned event that significantly threatens the health and welfare of multiple members of the GSA community, and/or causes major disruption and/or physical/environmental damage"*.

Examples of serious incidents are:

- Major fire
- Building/facility catastrophe (e.g. prolonged power loss, computer network failure)
- Natural disaster (e.g. flood, pandemic, local outbreak of communicable disease)
- Disruptive behaviour (e.g. serious campus disturbance, including the threat of violence/terrorism)
- Multiple casualty incidents, e.g. a major accident involving students and/or staff
- Violent or other serious crimes

## 4. CATEGORISATION

Incidents should be categorised by the following:

**Level 1** A situation which is self-contained and manageable within the capabilities of the local disaster recovery plans, and attracts only local media attention. Examples could include minor fires or minor injuries to employees or students.

For a Level 1 crisis the lead responsibility will normally be taken by the appropriate Head of School or the Deputy Director.

**Level 2** A situation which is likely to attract national media interest or involve investigation by regulatory bodies. Examples could include serious emergencies involving casualties, loss of life, significant damage to property, potential environmental harm, major disputes with staff or the local community.

**Level 3** A situation which poses a threat to GSA's global reputation, and requires immediate corporate involvement. Examples could include serious casualties, extensive loss of life, or widespread environmental pollution.

GSA's Incident Management Team will take the lead responsibility for all Level 2 and Level 3 incidents.

## **5. CATEGORISATION DECLARATION AND ESCALATION**

If a serious incident occurs and it is appropriate, the emergency services should be contacted on 999 in the first instance and then GSA (Reception) on 0141 353 4500. Security staff will then, if necessary, make contact with appropriate senior staff.

Having established that, if appropriate, the emergency services have been notified, the Director (or any of the alternative senior staff specified in the incident Management Team below) should then decide whether it is necessary to convene the Incident Management Team and, if so, who should be involved at an initial meeting.

There is no prescriptive escalation mechanism from a Level 2 to Level 3 incident (e.g. number of serious injuries or deaths etc.). This is subjective decision based on current information. Any change in categorisation will be made by the Chair of the Incident Management Team.

## **6. PRIORITIES**

In any crisis situation the priorities of GSA remain constant. They are:

1. To assure the health and safety of staff, students, visitors and the general public.
2. To protect the integrity of GSA's name and public reputation.
3. To maintain the normal operations of GSA.

No other consideration, including business or financial, will be allowed to affect the meeting of these priorities.

## **7. INCIDENT MANAGEMENT PLAN IMPLEMENTATION**

The Incident Management Plan is implemented in the event of an emergency being declared by the Chair of the Incident Management Team (or the most senior member of the group on site in the absence of the Chair) based upon the scale, extent and impact of the event.

Once an emergency is declared, the Incident Management Plan is managed by the members of the Incident Management Team with the Chair ensuring the Board of Governors is fully informed of developments.

The Incident Management Team (IMT) will be role based and consist of those roles and persons detailed in the table overleaf.

<b>IMT Role</b>	<b>GSA Position</b>	<b>Alternate A</b>	<b>Alternate B</b>
Chair	Director	Deputy Director (Academic)	Registrar and Secretary
Administrative Operations Co-ordinator	Registrar and Secretary	Director of Finance and Resources	Deputy Registrar
Academic Operations Co-ordinator	Head of School of Fine Art	Head of School of Design	Head of MSA
Communications Co-ordinator	Director of Strategy and Marketing	Communications Manager	Media Relations Manager
People Co-ordinator	Head of Human Resources	Deputy Head of HR	Senior Human Resources Officer
Estates Co-ordinator	Head of Estates	Assistant Head of Estates	Facilities Manager
IT Co-ordinator	Director of IT	IT Service Manager	Network Manager
IMT Planning* Co-ordinator	Health and Safety Officer	Health and Safety Advisor	Fire Officer
Administrator**	Assistant Company Secretary	Senior Policy Officer 1 (Policy & Governance)	Senior Policy Officer 2 (Policy & Governance)

\*This role involves advising the Chair on regulatory requirements/responsibilities and future planning requirements

\*\*This role ensures that the Group's actions are noted for review purposes and status board updates

## **8. INCIDENT MANAGEMENT TEAM RESPONSIBILITIES**

The IMT will be deployed whenever there is a serious safety emergency on the campus involving fire, or a serious injury, or any other major safety emergency. These would be categorised as Level 2 or 3 as above.

The prime responsibility of the IMT is to appropriately ensure the safety of all employees, students, visitors and the local community, and to return the campus to a safe operating condition as soon as practical. The IMT will activate outside emergency services, as appropriate, and will keep staff informed of the progress being made in dealing with the emergency.

The IMT will advise GSA's Board of Governors of the extent of the emergency, specifically in respect of casualties, any press release and estimate of damage to buildings.

Other responsibilities of the IMT are to:

- Assist the activities of Human Resources and Student Support services ensure that families and next of kin are appropriately supported.
- Ensure that there is a single point of contact for the communication of key information both internally and externally.
- Ensure that GSA's Executive Group is kept appropriately informed as to the seriousness of the situation and to execute their decisions.
- Initiate the appropriate Business Continuity Plan(s)

## 9. TRAINING

Training of IMT members and alternate members will normally take place every two years and will be conducted by external consultants.

## 10. INCIDENT PREPAREDNESS

The GSA Risk Register identifies the most critical safety and business risks for the whole School. Plans for these critical functions have been put in place to ensure that any operational interruption is not significant.

As GSA's Incident Management Team depend upon local managers for critical information to manage incidents successfully, it is important to be prepared by knowing what options each School and Professional Support department has to continue its function in the event of a loss of critical people or critical assets.

Therefore, each School and Professional Support department Head should make an assessment (Local Plan) of the critical factors and, where possible, put in place measures to minimise the likelihood of losing the function of the critical assets. If the cost of these measures is significant and outside of normal operating budgets, a risk assessment should be carried out to inform an Executive Group decision.

Where it is not possible for a School or Professional Support department to implement preventative measures, the School or Professional Support department should consider contingency plans. If the cost of contingency plans is outside normal operating budgets, capital expenditure request should be submitted for an Executive Group decision.

### 10.1 Local Plans

Each School/Department should prepare a local plan to include the following:

- Nominated senior member of staff (with deputy) for each building to manage initial actions required.
- List of key staff with office, home and mobile telephone numbers (these should be available in more than one place, both paper copy and electronic).
- List of essential suppliers, service companies, specialist resources and regulators with names and contact information (these should be available in more than one place, both paper and electronic).
- Key contingency arrangements to recover the function. These should be updated on a periodic basis, but at least every six months.

The role of the senior member of staff is to:

- Take appropriate immediate measures and assess the extent of the crisis.
- Ensure, as far as is reasonably practicable, the health and safety of staff and students.
- Call out Emergency Services.
- Concentrate resources on specific actions to control crisis if possible.

- Act on delegated responsibility until other levels of command are established.
- Brief the Incident Management Team when convened.

### 10.2 GSA-Level Duty Manager Rota

As part of the Incident Preparedness, a Duty Manager rota has been established to ensure that at least two members of the Executive Group are on campus during normal office hours. Diaries have been made available to the Director's office to ensure this is adhered to at all times.

### 10.3 Local-Level Duty Manager Rota

At a local level, two members of staff for each School and Professional Support grouping should be on campus during normal office hours to ensure that a responsible person is available should a Level 1 incident occur. It is the responsibility of the relevant School and Professional Support grouping that appropriate people are present and available at all times.

## **11. INCIDENT COMMUNICATION**

### **a. Contacting the Incident Management Team**

In the event of an incident, the Senior Staff Out of Hours Contact list provides contact details for relevant staff. This will enable the Incident Management Team to be convened at the earliest opportunity. In addition, a specific email grouping has also been established so that relevant staff can remain updated.

### **b. Communication Process**

The communication alert system will only be used to summon the Incident Management Team. A dedicated web page on the GSA website will be used to publish updates for staff and the general public. This will be under the direction and supervision of the IMT Communications Co-ordinator.

Staff directly affected by a major incident will be advised by their line manager at the scene and staff not affected by the incident will be informed via email. The email will contain contact details and the update web page URL should journalists or the members of the public make contact asking about the incident.

Updates to the Board of Governors and remaining Executive Group members will be given by the Chair of the Incident Management Team.

### **11.3 Incident Management Room Status Board**

A status board is used to provide a real-time representation of events and actions. The status board should provide a reliable representation of the current status of the incident and of the key actions arising.

The status of an incident will be updated by the Communications Co-ordinator with input from all members of the Incident Management Team.

## **12. FORMAL CONTACTS WITH OTHER INSTITUTIONS AND AGENCIES**

The following staff will be the lead contacts regarding seeking external, non-emergency service, assistance.

- Government and external agencies      Director  
(or Deputy Director (Academic))
- Academic support from other HEIs      Director  
(or Deputy Director (Academic))
- Professional support from other HEIs      Registrar and Secretary  
(or Deputy Registrar)
- Insurers and funding agencies      Director of Finance and Resources  
(or Deputy Director of Finance and Resources)

## **13. APPOINTMENT AND DEPLOYMENT OF LOSS ASSESSORS AND EXTERNAL BODIES**

The Director of Finance and Resources will be the formal contact for, and advisor to the Director on, the appointment and deployment of loss assessors and related matters.

## **14. ACCESS TO LEGAL OPINION**

The Registrar and Secretary shall be the lead contact for accessing legal opinion.

## **15. SECURE INCIDENT BOXES**

Secure incident boxes contain key materials have been established in the Reid Building (Principal Seminar Room 1) and GSA's Rose Street offices (Level 2). The incident boxes may include petty cash, phone chargers, personal protective equipment in a range of sizes, radios, copies of the Incident Management Plan, torches, batteries, building plans, etc. These boxes and their contents are maintained by the Estates department



## **16. PROVISIONAL INCIDENT MANAGEMENT ROOM LOCATIONS**

The incident management rooms are dependent on location of incident and access but in principle the locations ranked by preference are:

1. Directorate Meeting Room – Reid Building
2. Bourdon Boardroom – Bourdon Building
3. Room 303 – Rose Street

## **17. REVISION DATE FOR THIS POLICY**

This policy received minor updates in April 2016 and October 2016. It is scheduled for review in June 2018 by the Estates Department.