

Major Incident Action Plan

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Christopher Beaman, Estates and Campus Services		Bernie Topham, Chief Operating Officer, Directorate	
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The latest version of this document is always to be found at:

[www.port.ac.uk/accesstoinformation/policies/directorate/
filetodownload,191586,en.pdf](http://www.port.ac.uk/accesstoinformation/policies/directorate/filetodownload,191586,en.pdf)

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RELATED DOCUMENTS:

Serious Incident Communications Operational Note: restricted document issued by Corporate Communications

Dental Academy Serious Incident Policy

Emergency Rest Centre Plan

Library Archive Incident Plan

PORTSAFE Plan

Contingency Plan for Control of Meningococcal Disease (www.port.ac.uk/accesstoinformation/policies/seriousincidentactionplan/filetodownload,73874,en.pdf)

'Flu Plan (www.port.ac.uk/accesstoinformation/policies/seriousincidentactionplan/filetodownload,73933,en.pdf)

Snow and Ice Policy (www.port.ac.uk/intranet/accesstoinformation/policies/estates/filetodownload,185917,en.pdf)

Flood Plan

Further information may also be found at www.port.ac.uk/serious-incident/.

Major Incident Action Plan

Summary

What is this Plan about?

This document describes the roles and responsibilities of University staff in an emergency and sets out the arrangements for the initiation and management of a response to an emergency within a defined emergency management framework.

Who is this Plan for?

This Plan is for all students, staff and visitors at the University.

How does the University check this Plan is followed?

The Plan will be exercised annually and will be reviewed after any major incident.

Who can you contact if you have any queries about this Plan?

All enquirers may contact the University's Security Manager, Christopher Beaman, on +44 (0)23 9284 3412 or email chris.beaman@port.ac.uk.

1. Introduction

This document describes the roles and responsibilities of University staff in an emergency and sets out the arrangements for the initiation and management of a response to an emergency within a defined emergency management framework.

It is an aid to managers and employees, providing details of:

- Activation and notification arrangements
- Roles and responsibilities
- Operational procedures
- Support systems

Each incident will vary in terms of its scale, impact and duration, requiring a high degree of flexibility in the response. Accordingly, the arrangements initiated will reflect the circumstances prevailing, established needs, priorities and resources available.

1.1 Aims and objectives

The aims and objectives of the Major Incident Action Plan are:

- where possible to prevent emergencies occurring;
- when they do occur, to reduce, control or mitigate the effects of the emergency, thus minimising their impact on people;
- to put appropriate arrangements and procedures in place to respond and manage an emergency;
- to enable the University to liaise effectively, when required to do so, with the Emergency Services, Voluntary Agencies and other groups or organisations when responding to an emergency;
- to enable the University to continue to provide normal services as far as possible;
- to put in place processes for systematic and ongoing review which will allow for lessons to be learnt and arrangements updated and reviewed as circumstances change.

This Plan provides a framework to explain how the University will handle emergency incidents which may affect its staff, students and/or its estate. The Plan applies to all members of staff in the event that their services are needed to assist with any ongoing incident.

The purpose of this document is to define the procedures to be followed by staff when confronted with a major incident and how to deal with emergency situations affecting members of staff, students, patients and visitors.

1.2 Definition of a major incident

A major incident is defined as:

- i) Any event or situation which threatens to severely disrupt (in whole or part) the functioning of a faculty, service or the University as a whole, and/or which carries the risk of significant adverse publicity;
and/or
- ii) Any event which leads to a fatality or serious injuries or may involve a high risk of such injury to members of staff, students, patients or visitors.

Major incidents which cause severe disruption can include any of the following events although this list is not exhaustive:

- Fire
- Gas leak
- Flood
- Loss or loss of containment of a chemical or biological agent or radioactive source
- Major utility supply failure
- Building subsidence or collapse
- Serious storm damage
- Major spillage
- Terrorism, vandalism or arson
- Major industrial action disturbance or demonstration
- Chronic crisis (e.g. fuel crisis)
- Major disease outbreak (human or animal)
- Environmental emergency
- Emergency Service cordon
- Disruption or damage to local roads and transport networks and/or the other local infrastructure which impacts on the normal operation of the University

The Major Incident Action Plan may also be activated for incidents that take place in lodgings, or at other off-site locations (e.g. field trips, University business abroad and adventurous/sporting activities external to the University) and any external incident occurring in the city of Portsmouth that has the potential to impact on the University or its staff/students and University buildings.

1.3 Communications in an emergency

- 1.3.1 The first priority in any major incident must be to bring the situation under immediate control by summoning the Emergency Services whenever necessary.

Emergency Services: dial 3333 for University Security (dial (023) 9284 3333 if calling from outside) who will call the Emergency Services.

- 1.3.2 It is the responsibility of the Security Control Room to contact the Director of Estates and Campus Services or authorised Deputy who will make the decision to activate the Major Incident Plan and instruct Security to contact the persons identified in 1.3.3 below. All contact numbers for these staff and for other staff who may be required for specific emergencies are held by University Security.

- 1.3.3 University Security will in turn contact the following staff (depending on the nature of the incident):

- University Executive Board (member on call) – Major Incident Coordinator
- Duty Student Support Manager (member on call) if student or Halls of Residence involved
- Estates on call Manager
- Press and Public Relations (member on call)
- Health and Safety Manager
- University Insurance Officer
- The University Chaplain (in the event of fatalities or serious injuries)

- Duty Student Support Manager (member on call) if student or Halls of Residence involved
 - Director of Information Services (IS) (if a building involved contains a data centre)
 - Director of the Dental Academy (or nominee) in the case of incidents involving clinical services
- 1.3.4 Deans/Heads of Departments will be informed by the Director of Estates and Campus Services or Major Incident Coordinator (if the Major Incident Plan is activated) should operational problems require action on their part.
- 1.3.5 Where evacuation of a building is required as a consequence of a major incident, this will follow established procedures.
- 1.3.6 Where it is apparent that there is need for pastoral care to be offered to any victim or relatives the University Chaplain will be involved. The Chaplain will be contacted by University Security if this is clear in the first instance, or subsequently by the incident lead which, depending on the severity of the incident, will be either the Director of Estates and Campus Services or the Major Incident Coordinator.
- 1.3.7 Any request by the media for information or comment must be directed immediately to the Press Office.
- 1.3.8 In any communication relating to a major incident, especially where it involves death or serious injury, there may be confidentiality issues which need to be respected.
- 1.3.9 A dedicated website at www.port.ac.uk/seriousincident is set up to give information on incidents. The site is designed to be quick and easy to update during an emergency. It can be linked to from any other area, such as the University homepage, Staff Essentials, student pages, the portals, Library website, virtual learning environment, and can be referenced in all other print or online media. These pages can be updated quickly by the Internal Communication Manager and/or Web Team, from on campus or at home if necessary.

1.4 Incidents involving clinical services

Serious healthcare incidents involving clinical services are managed in accordance with the Dental Academy Serious Incident Policy. There may be occasions where a serious incident is complex and requires to be managed in accord with both the Dental Academy's Serious Incident Policy and the University's Major Incident Action Plan: in such cases, the Director of the Dental Academy will be part of the University's Major Incident Team.

1.5 Roles and responsibilities in an emergency

1.5.1 Command structures

There is an agreed national framework for managing the response to, and recovery from, emergencies. Three management tiers equate to strategic (GOLD), tactical (SILVER) and operational (BRONZE) levels of response. All major agencies responding to the emergency will be represented at each of these levels.

This framework is also used in this Plan to assist those involved in the University emergency response to communicate and understand the function and authority of the Emergency Services and other external agencies dealing with the event.

It is recognised that the composition of any Gold or Silver teams will be determined by the senior staff available at the time of a major incident and the scope of any challenge faced. The following describes core Gold and Silver team members, with a number of delegations to recognise the potential for multiple absences on any particular day. Any team may be supplemented with additional key staff at the Chair's discretion.

In line with the agreed national framework for command at incidents the University of Portsmouth will use the following levels of command and control:

1.5.2 Major Incident Team – Gold Level (Strategic)

Gold level contacts for the University are deemed to be the membership of the **Major Incident Team (MIT)**. Whenever the seriousness of an incident warrants it, they will be formed to meet as frequently as required to manage the impact of the event. The Major Incident Team will have overall responsibility for setting the strategy for responding to the emergency. The aim will be to mitigate the impact of the event on teaching, research, and other core activities and on public relations.

The primary membership of the team will be:

- Chief Operating Officer or University Executive Board (member on call) – Major Incident Coordinator (MIC) and Chair
- Dean/Head of Central Service as affected by incident
- Director of Estates and Campus Services
- Director of Marketing and Communications
- Insurance Officer
- Administration Support for Team to be appointed by Chair

In the case of serious injury or fatality, it may also include:

- Director of Human Resources
- Academic Registrar
- President of UPSU if student involved
- Member of the Chaplaincy Team

In the case of an incident involving clinical services, the Major Incident Team will also include the Director of the Dental Academy.

The Major Incident Team may be joined as required by the loss adjusters dealing with the incident and will take any decisions in conjunction with the loss adjusters to enable normal functioning of the University to be resumed.

To ensure effective coordination and communication, members of the MIT **must** nominate deputies at the outset should they be unavailable for a period of time or for MIT meetings.

Others with particular experience, knowledge or expertise may be invited onto the Team if determined appropriate by the MIC in light of the incident being managed.

Whilst it is not necessary for the Vice-Chancellor to be a member of the MIT, as he is ultimately responsible and accountable for University activity and incidents, the MIC will ensure the Vice-Chancellor is kept engaged and fully informed as a matter of priority. The Vice-Chancellor has primary responsibility for liaising with the Board of Governors and representing the University in the media.

The following list of roles and responsibilities is not intended to be exhaustive. It aims to outline the primary areas of expertise and contribution of members of the Major Incident Team (MIT).

All members will contribute to the implementation of business continuity and community recovery plans as necessary. All members will develop and maintain incident response checklists and procedures for their area of responsibility.

1.5.3 Role of Major Incident Team (MIT)

- Setting the strategy to respond to the incident and ensure the earliest possible resumption of core activities.
- Reputation management.
- Financial control and major resource allocation.
- Acting as spokespersons (or authorising a spokesperson), if requested by the Director of Marketing and Communications.

1.5.4 Major Incident Coordinator (MIC)

The Chair of the Major Incident Team, in consultation with members of the MIT will:

- Lead and coordinate MIT meetings and the University response.
- Keep the Vice-Chancellor fully engaged and informed.
- Delegate specific actions and ensure they are completed.
- Authorise the establishment of a Major Incident Team coordination centre if required.
- Approve emergency spend which is outside of usual budget limits.
- Ensure records are kept.

1.5.5 Director of Marketing and Communications

- Coordinates internal and external communication.
- Set up a media and press briefing centre (if required).
- Monitors media reports and social media commentary and liaises with media.
- Provides regular updates.

1.5.6 Director of Estates and Campus Services

- Decide if and when a Major Incident Team response should be initiated.
- Provides operational support to Emergency Services.
- Ensures buildings are safe and infrastructure services are functioning.
- Manages termination of services and repairs to buildings and infrastructure.
- Liaises with utilities companies and implements remedial works.
- Identifies and facilitates alternative accommodation and work spaces.
- Coordinates campus, residential, and student support services response for affected staff and students (and families as appropriate).
- Coordinates the security response, including liaison with Emergency Services and control of building access.

1.5.7 Dean(s) of Faculty

- Coordinates communication and support for students and staff in the Faculty and anticipate academic implications.
- Advises on the potential impact on teaching and learning activities.
- Ensures continuity of Faculty operations by implementing the necessary response.
- Ensures academic continuity by implementing the necessary response.
- Monitors the practical and emotional needs of staff and students and seeks assistance to meet these if required.

1.5.8 MIT Support Officer

- Maintains an up-to-date list of the mobile telephone numbers of the members of the MIT. Ensures Security also has the list.
- Coordinates the administrative support, communications, room and equipment required by the MIT.
- Keeps an accurate record of all decisions made, actions taken and costs incurred during the incident.
- Maintain a dynamic risk register and ensures that all relevant documentation is available either electronically or in hard copy.
- Ensures that all of the 'house-keeping' needs of the MIT are met.

1.5.9 Co-opted members

In the event of an incident having the potential to significantly impact on students the following will usually be co-opted as members of the Major Incident Team:

Academic Registrar

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

Students' Union President

- Liaises with Students' Union.
- Provides intelligence re student needs and concerns.
- Facilitates and coordinates student volunteers.
- Contributes to communication of key messages to students.

Director of Information Services

- Ensures IT services are functioning.
- In the case of an IT outage, plans for re-establishment of services and makes arrangements for alternative provision of priority services.
- Advises on issues of technological resilience and recovery.
- Advised on issues of information security.

Consideration will also be given as to whether to invite certain specialists/advisers to MIT meetings either on a one-off or continuous basis to assist with communication and coordination of activity. Such individuals could be the University's Health and Safety Manager, Chaplain or Security Manager.

Depending on the severity and breadth of impact of the incident, it may be necessary to co-opt a Pro Vice-Chancellor. This will be given due consideration by the MIC when convening the first meeting of the MIT.

1.5.10 Major Incident Team – Silver Level (Tactical)

The University Silver Team will have responsibility for tactical management of the incident to achieve the strategy set by the Gold Team. It will appoint various University officers to coordinate and implement operational measures in line with the tactical plan. They will be designated as Bronze officers.

1.5.11 Role of the University Silver Team

- Achievement of the strategic objectives set by the Gold Team and ensuring the earliest possible resumption of core activities.
- Ongoing assessment of the scale, duration and impact of the incident.
- Establishing priorities, using a dynamic risk assessment.
- Allocation of resources.
- Management of the Bronze Teams (according to usual jurisdictions).
- Internal and external communications, including media handling.
- Liaison with external agencies e.g. Health and Safety Executive, Emergency Services.
- Alerting legal advisers and insurers.
- Maintain event log.
- Managing the return to normality or handover to the affected Department, Division or School to manage the return to normality through their own processes.

1.5.12 Membership of Silver Team

- Estates Deputy Director (or Deputy) – Chair of the Silver Team, Gold liaison.
- Strategic Maintenance Manager (or Deputy) – Estates Management Adviser.
- Health and Safety Manager (or Deputy).
- Insurance Officer (or Deputy).
- Security Manager.
- Administration Support for Team to be appointed by Chair.

Depending on the nature of the emergency the Silver Team could be expanded to include:

- Head of Residential Services (or Deputy) if Hall affected by emergency.
- Senior representative of any School/Department affected by the emergency.

1.5.13 Major Incident Team – Bronze Level (Operational)

The local team present on the ground at the time of the incident will be deemed to be the Bronze Team. This is also known as the Operational Team. The University Bronze Team will have responsibility for management of the operational response at the scene of the incident. Initial response and Bronze Command at the scene will be from University Security and the Estates Security/Operations Managers.

1.5.14 Role of the University Bronze Team

Bronze Team Leaders will:

- Assume initial incident command and control, gather information, alert other Bronze Leaders if required.
- Ensure that evacuation, service isolation, access to scene and exposure are contained.
- Assess situation and analyse impact to people, property and business continuity.
- Liaising with Emergency Services on arrival.
- Cordon.
- Control of access.
- Assess need to escalate to Silver.
- Ensure University Major Incident Plan has been activated.
- Continually assess and report possible implications of incident.
- Contain incident.
- Maintain event log.

2. Major Incident Action and Recovery Plans

This section sets out the actions to be taken whenever a major incident occurs within the University. Three phases are identified:

PHASE 1 IMMEDIATE ACTION

PHASE 2 SHORT TO MEDIUM TERM CONTROL MEASURES

PHASE 3 LONGER TERM RECOVERY

2.1 Major incidents involving damage to or loss of non-residential buildings

2.1.1 PHASE 1: IMMEDIATE ACTION

Evacuation of building

- All affected buildings must be evacuated in accordance with University procedures.

Control of site

- In the event of attendance by Emergency Services, **the Emergency Services may take control of the site and all personnel on site may be directed by those services.** No University personnel may enter the site or building without permission of the officer in charge of the incident.
- All liaison with the Emergency Services will be through the Security Manager. If Emergency Services are not involved, the Director of Estates and Campus Services or Deputy will have charge of the site.

Hazardous substances

- Areas where hazardous materials are known to be constantly present such as laboratories are marked on the building plans and included in building emergency grab packs. It is the responsibility of Departments to maintain inventories of hazardous chemical, biological and radioactive materials.

2.1.2 PHASE 2: SHORT TO MEDIUM TERM CONTROL MEASURES

Note: The extent to which all of the following need to be implemented will depend on the severity of the incident.

- Major Incident Team summoned and established.
- One hour after the initial evacuation, or sooner if it is immediately evident that the building will be unusable for a period of four hours or more, staff and students are to be instructed to go to Third Space at the Students' Union or other designated location to await further information.

Meeting media and internal information needs

- All media enquiries must be referred to the Public Relations Manager or other member of staff from the Press Office on site.
- Wherever possible, Marketing and Communications will set up a clearly signed Information Centre so that building occupants can be directed as appropriate on site.

Incidents in normal working hours

- In the event that a decision is made by the Major Incident Team that staff and students in the buildings may be sent home and any member of staff/student may have lost means of getting home and gaining entry to their home due to loss of keys, money etc. arrange for a cashier to be able to provide funds and/or arrange taxis and if necessary a locksmith to be on standby.
- When the departmental office is located in the affected building, people must be told to report to a designated area (e.g. Third Space at the Students' Union) for further information.

Incidents outside normal working hours

- In the event of the incident happening out of normal working hours, Security will secure the site to prevent entry of staff/students the following morning and direct them to their departmental office. In the case of those whose departmental office is in the affected building they will be directed to the Information Centre.

Dealing with those directly affected and their relatives

- A virtual call centre will be set up very quickly using any University phone at any (or multiple) University locations. The call centre will be manned by Marketing and Communications staff using a written briefing provided by the Major Incident Team.
- Phone lines will be activated by IS to take calls from relatives.
- Chaplaincy to be on standby to deal with relatives and friends of bereaved/injured staff/students, supplemented as necessary by the Counselling Team.

Replacing lost facilities – immediate measures

Estates and Campus Services, in conjunction with the Central Timetabling Unit, will identify all vacant teaching space for temporary use. If necessary, issue a revised timetable to use Wednesday afternoons, evenings, Saturday mornings to minimise the loss of teaching time for classes not requiring specialist accommodation.

2.1.3 PHASE 3: LONGER TERM RECOVERY

- Temporary accommodation supplier to be contacted by Estates. Sites to be used will be allocated by Estates. Extent of actual requirement to be determined in consultation with Dean(s).
- Estates to establish servicing infrastructure for temporary site and to contact local planning authority to seek retrospective planning consent.
- Faculty to assess the loss of specialist spaces. Immediate contact to be made by Director of Estates and Campus Services or nominated representative with neighbouring institutions to negotiate out of hours and weekend use of space.
- If necessary, Estates to arrange transport for students to other institutions.
- IS to replace computer terminals and peripherals as required.
- Research team leaders to assess requirements, to be provided either on a temporary basis or in other neighbouring institutions.

2.2 Major incidents involving damage to or loss of residential buildings

2.2.1 PHASE 1: IMMEDIATE ACTION

Evacuation of building

- All affected buildings must be evacuated in accordance with University procedures.

Control of site

- In the event of attendance by Emergency Services, **the Emergency Services may take control of the site and all personnel on site may be directed by those services.** No University personnel may enter the site or building without permission of the officer in charge of the incident.
- All liaison with the Emergency Services will be through the Security Manager. If Emergency Services are not involved, the Director of Estates and Campus Services or Deputy will have charge of the site.

2.2.2 PHASE 2: SHORT TO MEDIUM TERM CONTROL MEASURES

Note: The extent to which all of the following need to be implemented will depend on the severity of the incident.

- Major Incident Team summoned and established.
- One hour after the initial evacuation, or sooner if it is immediately evident that the building will be unusable for a period of four hours or more, students are to be instructed to go to Third Space, Students' Union (for Guildhall Campus) or the Refectory (for Langstone Campus). Heating to be switched on in Third Space, (Estates, remotely if possible) and refreshments to be organised (Residential Services).

Meeting media and internal information needs

- All media enquiries must be referred to the Public Relations Manager or other member of staff from the Press Office on site.
- Wherever possible, Residential Services staff will set up a clearly signed information centre in Third Space, Students' Union (for Guildhall Campus) or the Refectory (for Langstone Campus) so that building occupants can be directed as appropriate on site.

Dealing with those directly affected and their relatives

- A virtual call centre will be set up very quickly using any University phone at any (or multiple) University locations. The call centre will be manned by Marketing and Communications staff using a written briefing provided by the Major Incident Team.
- Phone lines will be activated by IS to take calls from relatives.
- Chaplaincy to be on standby to deal with relatives and friends of bereaved/injured staff/students, supplemented as necessary by Hall Student Support Team and Counselling Team.
- All those listed as next of kin (generally parents/guardian) to be notified, if Emergency Services have control of the incident this will be the responsibility of the Police.
- Emergency clothing to be made available if required.

2.2.3 PHASE 3: LONGER TERM RECOVERY

1. Hall Management Team and Student Housing to activate emergency response, comprising:
 - allocation of all unused University rooms;
 - contacts with hotels and guesthouses and Housing Options at Portsmouth City Council to secure emergency accommodation;
 - in the event of a shortfall of accommodation by 3.00pm on day after incident, volunteers to be sought in unaffected Halls for doubling up in single rooms and all-staff email to be sent asking for immediate offers of emergency accommodation.
2. Return salvaged items to owners as soon as possible.
3. Arrange for a claims/insurance helpline for students.
4. Arrange for reinstatement of building soon as possible.

3. Action in the event of a staff or student fatality

Immediate actions to be taken in the event of the report of a member of staff or student death

3.1 When a death or serious injury occurs

On receiving information from any source that a member of staff or student has died or been seriously injured on campus, in lodgings or in the locality or on University business at home or abroad, the staff member will:

- Contact University Security Service (023 92843 333) to relay as accurately as possible what has been reported to them.
- Provide University Security with their own name and contact number so that any subsequent clarification requested by University Security, Emergency Services, Director of Estates and Campus Services, Academic Registrar, Major Incident Team, Faculty or Chaplaincy staff may be obtained.
- Await any subsequent communications from the Director of Estates and Campus Services or Academic Registrar.

3.1.1 The University Security Service will:

- Check that the relevant Emergency Services have been informed and are in attendance.
- Verify the status of the victim.
- Inform the Director of Estates and Campus Services who in turn will inform the Academic Registrar if a student is involved.
- Inform duty on call Student Support Manager (SSM) during out of hours (if student).
- University Chaplain.

3.1.2 The Faculty Manager will:

- Inform relevant Departmental staff.
- Ascertain from Departmental staff, including the staff member who originally contacted Campus Security, what their own and what their students' needs for pastoral support may be, and will communicate those initial needs to the University Chaplain.
- Inform Finance.

3.1.3 The University Chaplain will:

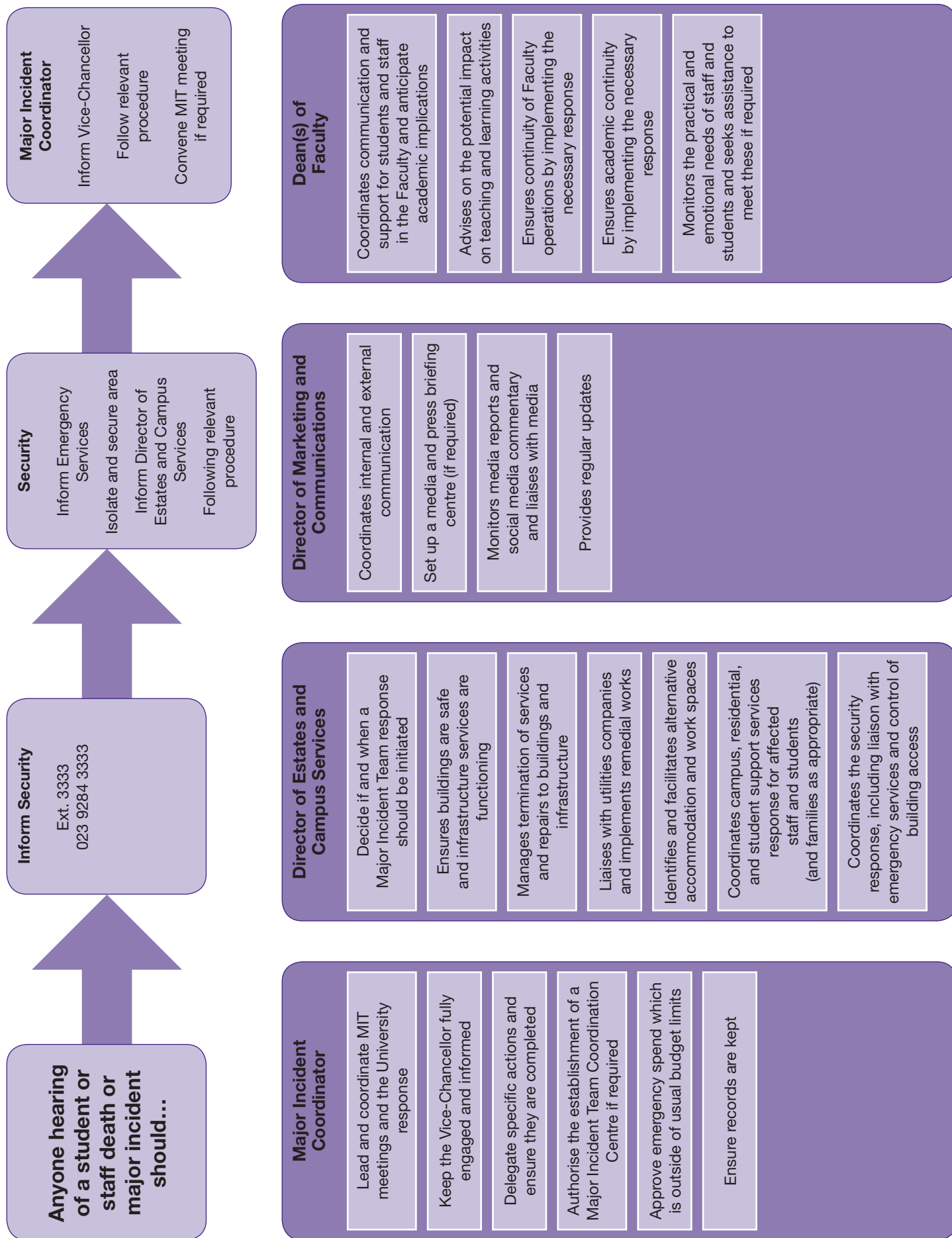
- Ensure that in addition to Chaplaincy services other relevant student support services and staff support services are informed of actual and likely requests for support.
- Provide or cause to provide immediate pastoral support for affected others.
- On behalf of the University, undertake overall responsibility for the coordination of care for visiting parents, guardians, relatives and friends.

3.2 Enquiries and disclosure

Under no circumstances should any member of staff supply information about any individual involved or comment on the incident to any external agency or person, including student, local and national press, social media such as Twitter/Facebook or use internal communications such as email or newsletters to convey information about the incident, without the explicit permission of a member of University Executive Board.

Appendix 1

Flowchart: Major Incident Plan – Action to be taken by Major Incident Team members



University of Portsmouth
Directorate
University House
Winston Churchill Avenue
Portsmouth PO1 2UP
United Kingdom

T: +44 (0)23 9284 3195
F: +44 (0)23 9284 3319
E: corporate-governance@port.ac.uk
W: www.port.ac.uk