OFFICE FOR STUDENTS

STUDENT PROTECTION PLAN

Provider's name: **St Mary's University, Twickenham**

Provider's UKPRN: **10007843**

Legal address: **Waldegrave Road, Twickenham, TW1 4SX**

Contact point for enquiries about this student protection plan: **Prof Sara Spear (Provost)**

Student Protection Plan

1. Assessment of the range of risks to the continuation of study for students and the likelihood that those risks will crystallise

1.1 The risk that St Mary's University (SMU), hereafter referred to as the 'University', as a whole is unable to operate is low. Our financial plans for the coming year (and beyond) show us operating well within our cash resources and our Business Continuity Plan (appended to this document) is robust. The Board of Governors oversees the financial and academic performance of the University and a robust committee structure supports the Board in this work.

1.2 The risk that the University loses the power to award degrees is low. The University has a successful record of delivering high quality teaching and is able to demonstrate compliance with the B Conditions of registration with the Office for Students. The University has also recently received a TEF Silver award which provides further endorsement of the excellent teaching at St Mary's. In the event that any concerns were raised the University would work closely with the OFS and/or other relevant bodies to ensure that these concerns were addressed and remedied before they reached the point of threatening the University's Degree Awarding Powers or loss of validation for any course.

1.3 The risk that the University may no longer be able to deliver programmes at our Strawberry Hill campus in the next three years is very low. The University has operated on this site since 1923 and the site is owned outright. Although the University has plans for growth, it is anticipated that the planned growth could be accommodated on this site. There are no known significant risks to the continuation of the University on this site.

1.4 The risk that the University may no longer be able to deliver existing programmes in one or more subject area over the next three years is moderate. The University routinely reviews its teaching portfolio to ensure that programmes are attractive to students, recruit well and deliver an excellent student experience and outcome. Heads of School monitor the viability of all courses with the senior team annually. Courses are taught by integrated teams of academic staff to avoid single person dependency in teaching and to ensure effective and consistent delivery of key material components of each course.

1.5 The University has a number of programmes with professional accreditation or recognition, including the Chartered Institute of Marketing, the Bar Standards Board, Solicitors Regulation Authority, Association for Nutrition, and the British Psychological Society, among others. Curriculum and/or programme learning outcomes (depending on the nature of the accreditation) have been externally assured as being in alignment with professional benchmarks. The University's Quality and Standards Office holds a register of professional accreditation, which is updated as new programmes receive accreditation or recognition.

1.6 The risks identified above apply to all students. In terms of specific classes of student, there is an identifiable risk that the University may no longer be able to recruit or teach

international students but we consider this risk to be low, although we monitor government policy in this area very closely. The University holds a Student Visa licence and has robust policies and processes that are regularly reviewed both by UKVI and by our internal audit function.

1.7 The University maintains a detailed Risk Register to assess the likelihood and impact of disruptions to regular University operations. This Risk Register is overseen by the University Risk Management Group, which regularly reports to the University Senior Leadership Team and the Board of Governors' Audit and Risk Committee.

1.8 The University undertakes a regular series of Internal Audits by an external audit firm. The University's Risk Register and an Internal Audit strategy determine the areas of audit. Internal Audit reports go directly to the Board of Governors' Audit and Risk Committee. Senior Managers are held to account for addressing issues raised by Internal Audit.

2.   Student Protection Plans in place to mitigate risks and protect students' interests in the case of material change, e.g. programme changes or suspensions.

2.1 The University is committed to helping to ensure students achieve the best academic outcomes from their studies. Events may occasionally occur which mean that unforeseen changes have to be made to modules or programmes (provision for such events is detailed within the Admissions Policy and Terms and Conditions for Applicants in receipt of an offer). The University regularly reviews all programmes and makes minor changes to enhance the academic delivery and improve the student experience.

2.2 In the event that the University wishes to close or remove a programme of study from its portfolio, it follows the University's *'Procedure for Programme Interruption/ Closure'*. Closure of a programme, whether at undergraduate or postgraduate level, means that the University will cease to recognise the programme as one for which a student may be registered.

2.3 Closure or removal of programmes of study or a decision to make changes to a programme or a module might be triggered by situations such as (but not limited to):

- a strategic decision by the University to close a programme or campus;
- a decision has been taken not to run a programme for the subsequent year;
- major changes in year to programme content;

- removal of the Student Visa Sponsor Licence (the Home Office issued licence which allows a provider to teach international students);
- changes to regulatory framework affecting a specific programme;
- Quality or other concerns about a delivery partner
- disruption of University activity (e.g. temporary disruption within term-time not covered by any of the above);
- industrial action by University staff or third parties;
- unanticipated departure of key members of University staff.

Programme changes

2.4 The University may be required to make changes to programmes at the following times:

- Between publication of the prospectus and registration;
- After registration.

2.5 Where material changes are made between the publication of the prospectus and registration, the University will draw these changes to the attention of applicants as soon as possible and advise them of their right to seek entry to another University programme for which they may be qualified or to withdraw their application and seek entry to another institution.

2.6 Where the applicant has already accepted an offer, they shall be provided with all necessary information, advice and guidance by the University to help them make an informed decision on their future course of action. The University's Admissions and Recruitment teams will be notified of students affected in the event of any the above steps being taken. The Admissions team will contact affected students and provide detailed information, advice and guidance based on their individual needs, characteristics and circumstances.

2.7 If a student reasonably believes that a material change to their programme adversely affects them, they may cancel their contract with the University. In such circumstances the University will offer suitable information, advice and guidance to the student and, where possible, facilitate their transfer to another institution which offers an appropriate programme for which they are qualified.

2.8 After registration and during the course of a student's studies, the University may make minor amendments to programmes in order to improve the quality; to meet the latest requirements of an accrediting body; or in response to student feedback. Where such minor amendments to the delivery of a programme are necessary, the University will consult with and inform students and their representatives of these changes, as appropriate, and in line with University quality assurance processes.

2.9 The University has a number of programmes that are accredited by professional bodies (PSRBs). When major changes are made at programme revalidation some of these bodies require the University make changes simultaneously across all years of the programme in order to ensure that professional requirements are met.

3.   Measures to Protect Students

Suspension or closure of Programme

3.1   The University has established and tested procedures in place in the event of programme suspension or closure of programmes. Where there is a material impact on the students, the effect will be mitigated by:

- communication with current students to provide assurance that they will not be adversely affected by the decision, and provide assurance that they are able to complete their studies at the University;
- where this is not possible and where mitigating circumstances are presented, provision will be made to support the student to complete their studies at another provider;
- consultation with stakeholders who may be affected to ensure appropriate equality impact assessments will also be undertaken;
- future applicants will be notified in accordance with UCAS deadlines, allowing time for students to source an alternative suitable programme (where relevant) at the University.

Major Amendments in-Year to Programme Content

3.2   The University will use all reasonable endeavours to deliver the programme in accordance with the description outlined in the University's prospectus for the academic year in which a student began their programme. However, in the event of major in-year changes to programme content the University will ensure that:

- amendments to the programme in-year are restricted to the minimum necessary to achieve the required quality of experience, and affected students are notified and consulted, as appropriate;
- communication with prospective students to ensure the offer is still acceptable;
- where necessary students are allowed the opportunity to withdraw from the programme;
- where required students are offered reasonable support to transfer to another programme at the University, or to another provider.

Suspension and/or Revocation of Student Visa Licence

3.3   The University, in the event of revocation of Student Visa Sponsor Licence will take all reasonable steps to minimise the resultant disruption to affected students by, for example, providing assistance to affected students to switch to an alternative sponsor. If this is not possible, the refunds and compensation policy will apply, where appropriate.

3.4 *Actions to minimise disruption*

Actions to minimise disruption to courses, of whatever nature, may include:

- temporary short-term suspension of programme delivery (e.g. where there is a change in the programme delivery location or staffing, with appropriate actions to mitigate impact on students);
- changes to the programme delivery location or method;
- changes to the staffing of a programme, for instance through a review of internal staff resources, including recruitment of area specialists, where appropriate;
- offering students the opportunity to transfer to an alternative programme;
- provision of reasonable support to students for accessing a programme run by another provider, including making arrangements for the transfer of credits and information about academic progress. The refunds and compensation policy will apply if appropriate.

Industrial Action

3.5   The University has established frameworks for consultation and negotiation with the recognised trade unions. It is highly committed to maintaining an effective employee relations culture and working with trade union colleagues to achieve reasonable solutions to matters that may arise from time to time.

3.6   Where industrial action does occur, the University will seek to:

- ensure that normal operations and services are maintained as far as possible;
- take all reasonable steps to fulfil its responsibilities to students by ensuring that any disruption is minimised, and students are not, as far as is possible, disadvantaged by the action.

Loss of Key Staff

3.7   Where possible the University will:

- seek to fill gaps as quickly as possible, by moving other current members of staff with appropriate skills and experience, into the vacant post(s) or recruiting externally, to avoid disruption;
- where the University cannot avoid closing a programme, the process as outlined in section 3.1 above will normally apply.

3.8   The University's *Business Continuity Plan* covers other actions affecting business continuity, such as acts of terrorism, damage to buildings or equipment.

Collaborative provision

3.9   All proposals for collaborative provision are required to provide details of how students' interests will be protected should it be necessary for the University to withdraw from the partnership. The University's Academic Partnership Committee reviews all proposals for collaborative provision and consider whether the partner institution has relevant student protections in place. Any proposals to withdraw from a partnership and the action taken to protect the student interest are considered by the APC. The final decision is taken by the SLT.Where the University decides to terminate a partnership a teach out plan will be developed to ensure that all students are able to find a suitable alternative to enable them to complete their programme of study. This may involve the University negotiating with other providers to transfer students.

3.10 In the event that the collaborative partner ceases to be able to deliver the agreed provision the University will develop a teach out plan to ensure that students are, wherever possible, able to complete their intended programme of study.

4. Policy to refund tuition fees and other relevant costs to students and compensation where necessary

4.1   The process for refunds is set out in the University's tuition fee regulations. A payment is only ever a last resort after all other possibilities have been explored and are deemed not viable in the particular circumstances. A step by step guide to applying for a refund or compensation is available to in the tuition fee regulations.

4.2   Where a student has suffered disruption to studies as a result of closure of a programme or where the changes to a programme have been made resulting in the student incurring a demonstrable, material financial loss due to the disruption to studies the following refunds and compensation may be made:

- tuition fees paid by or to finance the student (whether through student loans, sponsors or self-funded) will be refunded to the original payer of the fees:

    i)   for modules of a course that have not been completed and where no credits have been awarded to the student due to the closure/disruption

    ii)   when a transfer occurs to an alternative course within the University or to another provider and no fee reduction is offered in respect to modules completed (credit awarded).

- the payment of reasonable additional travel costs for students affected by a change in the location of their course that they would have otherwise not incurred.

- student bursaries which have been granted will be honoured.

- compensation for reasonable additional maintenance costs incurred as a result of the closure or disruption of a course where students have to transfer courses or provider, or it is not possible to preserve continuity of study.

5. Communicating with students about Student Protection Plan

5.1 We will publicise our Student Protection Plan to current and prospective students by publishing it on the University website and making reference to it in related policies and publications.

5.2 We will ensure that staff are aware of the implications of our Student Protection Plan when they engage with students during the recruitment period, student induction, when proposing programme amendments and/or closures by ensuring that the principles of student protection are adhered to and that a link to the plan is provided. References to this plan will be included in staff induction programmes and specific training will be given to any staff involved in proposed changes to courses. Staff will be made aware that when proposing programme amendments/closures they will be required to reference the Student Protection Plan and to demonstrate that this has been considered and there has been consultation with the various stakeholders, including students, as part of the process.

5.3 We will continue to work with current students and the students' union in the development and regular reviews of our Student Protection Plan primarily through the elected student representatives. This plan will be reviewed periodically.

5.4 We will inform our students (and in particular their elected representatives) if there are to be material changes to their programme by contacting them directly through whatever means of communication they have identified as their preference. We will provide collective and individual support by means of the Admissions and Recruitment teams and Departmental staff. We will publicise any consultation/information sessions and individual people to contact using the usual communication channels referred to at 5.1 above. We will also communicate with students face-to-face where appropriate through teaching staff. We will give students at least 14 days' notice when we need to make material changes to their programme. Independent advice is available to students through the students' union.

5.5 The University's Complaints procedure, published on the student portal, is available to any student who wishes to make a formal complaint about the implementation of this Plan.

Appendix A: St Mary's University Twickenham FINAL DRAFT Business Continuity Plan

BUSINESS CONTINUITY PLAN

Document title	BCP
Author (name/role)	Jo Blunden
Version	5.1
Document date	19/10/18
Last updated	22/2/22
Effective from	March 2022
Approval body and date	University Executive Committee
Review date	July 2023

Business Continuity Plan

Plan, Roles and Responsibilities

February 2022

Contents

1. Summary

1.1. The University Risk Register outlines strategic risks (SR) for the University, SR 3 relates to the unexpected loss of the site and identifies the Business Continuity Plan (BCP) as key mitigating activity to manage that risk.

1.2. The Business Continuity Plan seeks to outline our approach to how we would seek to:
- Manage a serious or major incident
- Manage core activity in the event of serious or major incident
- Restore the University to its pre-incident state

1.3. The strategic objectives of these plans are to provide the following:
- The safety of our students and staff
- The continued operation of the organisation
- The maintenance of our reputation.

1.4. Operational priorities in the event of an incident that fall out of these strategic objectives are:
- To ensure the safety of personnel deployed at the incident
- Continued provision of services required by students and staff.
- Maintain management oversight, including financial control.
- Maintain payment to suppliers and staff in a timely manner.
- Mitigate any further damage

1.5. The Business Continuity Plan (BCP) includes details on how we would manage Serious and Major Incidences. These incidents could involve physical damage to University assets, incidents that threaten the health and safety of personnel, the operational structure and/or reputation of the University and incidents which require special measures to restore operations to normal.

1.6. Certain incidents (e.g. outbreaks of meningitis or other diseases, food poisoning, injury to students or staff et al) will be covered by separate specific protocols and would not normally require the MIP to be activated. The MIP can however be activated if the extent of any incident, including those with separate protocols, is deemed serious enough to warrant activation.

2. Definition of Incidents

2.1. For the purposes of this Plan a serious and major incident are incidents which, because of their scale or impact, is beyond the scope of resolution by normal mechanism or decision-making authority within acceptable time scales. The scale of the issue determines whether the incident is "serious" or "major".

2.2. A **serious incident** will be of a scale that the University will be unable to deliver a discreet portion of its core activities, and may require the small-scale deployment of some, Emergency Services. The incident may require:
- The mobilisation and organisation of some Emergency Services and supporting organisations, to cater for the threat of injury, issues that impact the working or learning environment or that impact the accommodation services provided.

3

- Impact either directly or indirectly on large groups of staff and/or students;
- The handling of enquires likely to be generated both from the staff, students or customers.

2.3.   In the circumstances of a serious incident the University's BCP may be invoked, and the Crisis Management Team (CMT) activated. The Director of Estates and Campus Services, or appropriate Dean of Faculty / Director of Institute / Director of Service, after seeking information on the extent and impact of the occurrence, will liaise with the Chair of the CMT to decide if the BCP should be invoked.

2.4.   A **major incident** will be of such scale that the University will be unable to deliver a substantial element of its core activities, and may require the large-scale deployment of some, or all, of the combined resources of the Emergency Services, including the Police Service, Fire and Rescue Service, and the Ambulance Service. It may also require the resources of the Richmond and Twickenham Healthcare Service and Primary Care Trust and Richmond Borough Council. The incident may require:
- the mobilisation and organisation of the above Emergency Services and supporting organisations, to cater for the threat of death, serious injury or homelessness to a large number of people;
- the rescue and transport of a large number of casualties;
- impact either directly or indirectly on large groups of staff and/or students;
- the handling of a large number of enquires likely to be generated both from the public and the news media.

In the circumstances of a major incident and following consultation with the Emergency Services at the incident site, the University's BCP may be invoked, and the Crisis Management Team (CMT) activated. Any of the responding Emergency Services may declare a major incident but the University's BCP shall only be activated if it is deemed appropriate by the University. The Director of Estates and Campus Services, or appropriate Dean of Faculty / Director of Institute / Director of Service, after seeking information on the extent and impact of the occurrence, will liaise with the Chair of the CMT to decide if the BCP should be invoked.

2.5.   Possible incidents that would result in Crisis Management Team (CMT) being activated might involve any of the following:
- Terrorism – bombs, sabotage, arson;
- Major fire; or aircraft crashing into a University building;
- Loss of core utilities, including IT services
- Incident involving a number of student and/or staff injuries and/or fatalities;
- Neighbouring hazards – chemical/explosive operations;
- Chemical explosion at a University building;
- Biological incident, or radiation leak, at a University facility.

3. The Plan

3.1. Incident management objectives
Our operational objectives in the event of any major or serious incident is to ensure:
- That we do our utmost to ensure the wellbeing of those for whom we have a

"duty of care"
- That we continue to provide, in a timely manner, the services required by our students
- That we ensure there is appropriate and consistent communication
- That we maintain payment to our suppliers in a timely manner
- That we maintain payment to our staff in a timely manner
- That we maintain financial control
- That we maintain management control

3.2. The Crisis Management Team & Process

The Plan makes provision for the establishment of a Crisis Management Team (CMT) of pre-nominated individuals who will be responsible for the immediate handling of the incident and for coordinating the University's response to the incident. In the first instance a bronze team member will be operationally aware and will liaise with a relevant silver chair to assess which CMT should be invoked. If in doubt the Director of Estates or the Chief Operating Officer should be contacted to take a decision.

Those forming the team should be allocated to cover the following <u>function areas</u> as team members:
- People (Staff and Students)
- Press (Internal and External)
- Product (Academic and Non-Academic)
- Partnerships
- Place (Physical and Virtual)

In support of the both Gold and Silver teams, there should be an experienced log-keeper and a PA (Crisis Coordinator). Details of the Roles and Responsibilities are outline in Annex E.

3.3. Location

When activated the CMT will meet in one of a number of pre-designated Incident Control Rooms which will form the focus for the University's immediate response to the incident. The order of preferred controls rooms is outlined below:
- B106 (Emergency box located in B8)
- 60 Waldegrave Road
- The Exchange

At each of these locations there are phone lines and IT equipment available. In addition, a Crisis Management Team pack is located with the details of the plan, key contacts and other useful information (Annex H).

In addition, a virtual meeting location will be set up on Microsoft Teams to allow virtual meetings and document sharing to take place. This Teams site will be shared with all members of the CMT and will be maintained and updated by the Crisis Coordinator.

The BCP Whatsapp group will also be reviewed annually to make sure the correct contacts are included and will be amended according to the response required. This action is assigned to the Chair and Crisis Coordinator.

3.4. Contacts

An up-to-date list of contacts, appropriate to each CMT function, should be maintained to ensure that each is able to establish prompt contact with the right person in key organisations. These could include:

- Transportation companies
- Stakeholders and providers
- Crisis public relations support
- Health & Safety Executive and other regulatory bodies
- The press

3.5. When an Incident breaks

The CMT should convene as soon as possible, although they should not wait for all to be present if certain members are delayed. The aim of this group is to establish immediate response strategies and tactics, deploy appropriate resources and initiate emergency-recovery processes as needed. Within the **first fifteen minutes** they should aim to achieve the following:

- The Chair should brief the team with a concise opening situation report.
- The Chair should outline the roles of the team members
- The Chair should hand out the latest copy of the BCP that will be followed to manage the incident
- The log-keeper should start to record all events and decisions.
- Each team member should then report what they know about the incident and outline the required actions appropriate to their function area for agreement by the Chair.
- Each team member will confirm who will be their deputy
- The final act in the process being that these actions form the basis of a template holding statement that will tell enquirers, including the Press, about the University's involvement in the incident. In addition, the statement shouldbe posted or communicated to staff and students, as relevant, via the most suitable communication channel. This statement should include:

    - an acknowledgement of the incident;
    - concern for staff, students and members of the public affected;
    - cooperation with the emergency services & agencies;
    - An undertaking to update at regular intervals.

- The Chair should confirm who will be the Team Spokesperson. The Chair should also notify all team members that communications out of the BCP should be via the Chair or Team Spokesperson.

It should be noted by all that in the event of public or media interest Team Members must refer enquiries to the Team Spokesperson and avoid comment of their own.

3.6. The Process

The ideal CMT process is based on a cycle of action and review.

Following the initial briefing, team members should brief and task their support staff, returning to the breakout room as directed by the Chair, but usually every half an hour to an hour in the early stages, extending beyond this as the incident levels out.

Each review session should short and focused; each team member should have an input covering their function area; the log-keeper should be present and if needed a PA should be assigned to handle calls during this period.

At the end of each review session, the holding statement should be updated and made available to any enquirers.

In this way, a measured tempo is achieved with all CMT members contributing to a balanced decision-making process.

4. General Operational Principles

A successful response to a major incident may require effective evacuation of the incident area, and co-ordination of local agencies. Therefore, it is imperative that the strategic objectives are recognised at the earliest possible moment.

In the event of an incident involving fatalities all enquiries regarding casualties should be directed towards the Police Service. In conjunction with the Emergency Services tactical activities may be undertaken including:

- Arranging relocation of survivors;
- Assisting with identification of the victims in order that the Police Service may inform the next of kin as soon as possible;
- Liaison with the Emergency Services, ensuring an appropriate response to the media. Police Service will normally agree to co-ordinate the media response for the Emergency Services at a major incident.
- other activities as directed

At the University, prioritisation will relate to issues surrounding:

- Activating and co-ordinating the overall University response
- Obtaining full and factual information
- Establishing an effective and appropriate communications strategy reassuring survivors and their families through appropriate support systems
- Delivering an appropriate, and consistent response to the media at the incident and at the University
- Ensuring communications are open, factual, accurate, and seek to reassure those directly involved and the public in general
- Safeguarding the University's reputation
- Ensuring continuity of business.

4.1. Crisis Management Team

The Crisis Management Team is created based on functional expertise in order to ensure that there is a focused approach during an incident with a clear link to the strategic objectives of the Plan. The functional areas are:

- People (Staff and Students)
- Press (Internal and External)
- Product (Academic and Non-Academic)
- Partnerships
- Place (Physical and Virtual)

In each functional area there are three levels will can be invoked dependent on the incident at hand, details of the Crisis Management Teams (CMT) are outlined in

appendix E. The levels and likely plan activation assumptions are outlined below:

➢ **Bronze Level**
A relatively minor or local incident causing no serious physical threat to personnel, property or reputation.
May result in a limited disruption of services, involve no legal ramifications and pose no threat to the reputation of the University.
Procedure will generally be management by Operational Team.

MIP/CMT activated: NO.

➢ **Silver Level**

Situations or incidents which pose a potential threat to personnel or property and/or can cause disruption to the operation of the University.
May threaten the reputation or status of the University or have potential legal ramifications. May involve the isolation and/or evacuation of part of a building and assistance from the external Emergency Services.
This will require the involvement of the Emergency Services Liaison Officer and areas of the University will be under Emergency Services Control i.e. activation of Tactical Teams such as Facilities Management Services and Health & Safety.

MIP/CMT activated: YES

➢ **Gold Level**
Major incidents which (if not already) have the potential to escalate quickly into disasters. Will significantly affect the University community and/or the reputation or status of the University.
May compromise the functioning of an entire department or facility, building or group of buildings, causing disruption to the University's overall operation. Major efforts required from the University's own support services as well as from the external Emergency Services. This will require the involvement of the Emergency Services Liaison Officer and areasof the University will be under Emergency Services Control i.e. the activation of the Strategic Team, including Senior Staff at the University.

MIP/CMT activated: YES

5. Monitoring and Review

The Health and Safety Officer will be responsible, with advice from the other members of the Team, for monitoring developments throughout the year that may impinge on the effectiveness of the Plan and will report these to the Health and Safety Committee for Major Incident Review.

The Plan will be reviewed annually by the University Executive Comittee and a report made as part of the University's Risk Management Policy.

A simulation exercise will be undertaken every year, involving members of the CMT. This exercise may be phased in order to limit disruption to University operations. Feedback on the operation of the Plan from such exercises and also from any real incidents that may occur shall be made available as part of the University's Risk Management Policy.

All pre-nominated members of the CMT will receive a copy of the Plan. In addition, copies will be provided to University management as required. Full details of Plan holders will be maintained. The existence of the University's BCP and MIP is advised to the University community by means of an abridged guidance document.

Annex A
Initial Business Impact Analysis High Risk Area (Accommodation)

Incident	Loss of Accommodation requiring evacuation and re-housing of residential students (e.g.: Fire / Flood)	
Timeframe	**Response**	
Initial Response	Students to be taken to an appropriate safe and warm place such as Ref or Tennis Hall	
[Immediate]	If Campus deemed unsafe re-locate to Naylor Library	
	Contact Richmond Council 24hr Emergency Control 020 8744 2442 for assistance with setting up appropriate rest centre following evacuation, to aid thoseimpacted.	
Short term	Emergency accommodation to be sourced to include vacant rooms in habitable halls, hosts, hotels	
[Within 24 hrs]	Explore options with commutable students	
Mid to Long term	Dependent on the likely duration that alternative accommodation will be required for, arrange suitable mid to long term accommodation to re-house impacted students such us; rent rooms from local Halls of Residence, Houses for house shares or on-site bunkabin (www.bunkabin.co.uk) - short to long term student accommodation portacabins for business continuity following a disaster	
[Within 72 hrs]		

Annex B
Business Impact Analysis High Risk Area (Catering)

Incident			Refectory Kitchen incapacitated (e.g.: Fire / Power loss)		Unable to feed students according to meal plan
Response			CMT designate alternative feeding area - e.g.: Tennis Hall		**Communications to all students**
			Seating , tabling, waste facilities put into place		Possibly hire in facilities
			Financial rebates for student - SMT to review duration / cost		**Insurance coverage - If possible , arrange to cover cost of CP Alternatives below**
Contigency Plan Alternatives					
Short term			Nominated suppliers deliver meal bag components		Designated delivery points, timings and access
	[Within 12 hrs]		[Sandwich / fruit / cake or flapjack / crisps & water]		**Pre-contacted response plan agreed in advance with certain suppliers based on capability**
			Served in alternative location by catering & support staff		**3 x meal services**
			All service on disposables - no wash up facility		
			Cold Breakfast offer of Cereal packs / fruit / yoghurt /		Pre agreed offer to include 1 x breakfast, 1 x lunch and 1 x dinner offer with sufficient variety to
			Juice and water also to be established		last 3 days if required
			Hot Drink & soup facilities to be established asap		Requires - Power / storage / waste disposal
			Hot water boilers , vending cup sleeves, + ancillaries		Utilise Dolce Vita facilities and other small kitchens as much as possible.
Options	**_[Within 36-48 hrs]_**		Wiltshire Farm Foods - delivered hot		Very basic meal service provision
			[Short Term]		
			Service of hot snack based items and simple meals (pizzas, pasties, jackets etc)		Hire in Alto sham ovens to facilitate.
Options (cont)	**_[72 hrs +]_**				
_1.0_			Hire in food service from Contract Caterer		Will require contract and service specification - High cost / waste
			[Short / Mid Term]	[2-8 weeks]	and will still require service equipment and disposables
_2.0_			Satellite Temporary kitchen with Fridges / Freezers and storage modules		Complex and limited - Requires site , power, drainage , water etc - Expensive and contractual.
			[Short / Mid Term]	[2-8 weeks]	
_3.0_			Hybrid Operation - Food bought in from caterer and regen & service operation		Supplier prepares a range of hot and cold food in equipment. Reheated & served by catering staff
			on site		via Alto sham ovens.
			[Mid - Long term - 6/12 weeks]		

11

Annex C
Business Impact Analysis High Risk Area (Teaching Space)

Incident			Loss of Teaching Space on Main Campus or 60 Waldegrave (eg: Fire / Flood)	
Timeframe			**Response**	
Initial Response			Students to be taken to an appropriate safe and warm place such as Ref or Tennis Hall	
	[Immediate]		If Campus deemed unsafe re-locate to Naylor Library.	
Short term			Teaching to move online where possible. Any practical sessions are postponed or relocated to alternative teaching spaces in 60 Waldegrave,Naylor Library, Teddington Lock and the Exchange.	
	[Within 24 hrs]			
Mid to Long term			Revise the timetable with the accessible teaching space and technology available. Seek to work with partner organisations (RFU, Harlequins, Richmond College) to relocate lectures as needed.	
	[Within 72 hrs]			

Annex D
Initial Business Impact Analysis High Risk Area (Technology Services)

Incident			Successful Ransomware attack on major system (e.g.: Student Record System)
Timeframe			**Response**
Initial Response			Isolate Student Record Servers and other impacted servers. Initiate BCP plan and contact silver team member
	[Immediate]		Comms to go out to staff and students advising of disruption and loss of access.
			Check ransomware strain and availability of decryption tools
			Begin root cause analysis to understand how the attack happened. Contact 7Elements for assistance with root cause analysis and recovery steps. Change all administrator passwords and disable all non-critical accounts
			Begin data and VM restore from backup.
			Begin recovery of systems in environment focus on restore of server node from EA
Short term			If restore isn't possible, advise BCP and decide if attacker should be engaged and ra decryption key
	[Within 24 hrs]		Continue comms with estimate of when service will be available
			Confirm escalation if appropriate to CSIRT, NCSC, Police
			Restore full complement of servers in each tier
			Vulnerability assessment on each server before release Increase monitoring on servers Increase monitoring on admin accounts
Mid to Long term			
	[Within 72 hrs]		Reset admin passwords again
			Update comms to advise service available Compile incident report. Review experience, identify any mitigations which may pre occurrence and incorporate findings into procedure.

Incident	Loss of power (e.g. circuit, building, campus)		
Timeframe	**Response**		
Initial Response		Confirm extent of loss of power (circuit, building, campus)	
	[Immediate]	Initiate BCP plan and contact silver team member	
		Comms to go out to staff and students advising of disruption and loss of services im	
		Liaise with Estates team to understand impact	
		If appropriate/available failover services to backup Data Centre on campus	
Short term		Continue to liaise with Estates team to identify estimated term to power restoration	
	[Within 24 hrs]	Continue comms to staff and students advising of disruption and loss of services in expected time for availability of services In consultation with estates liaise with 3rd party power generator supplier and generator power for DC/main campus. If no power generation available, confirm w affected services should be restored to cloud platform.	
		Continue to liaise with Estates team to identify estimated term to power restoration Continue comms to staff and student advising of disruption and loss of services in expected time for availability of services. Once power is restored cut back from generator to mains power	
Mid to Long term			
	[Within 72 hrs]		

Incident	System failure (e.g.: Firewall malfunction preventing internet traffic)		
Timeframe	**Response**		
Initial Response			Identify failed device/ node.
	[Immediate]		If failover to secondary firewall and uplink is not automatic, manually invoke failover service.
			Notify Helpdesk and BCP silver team member of issue
Short term			Contact support/maintenance provider and log issue
	[Within 24 hrs]		If appropriate order replacement unit
			Advise BCP of at-risk period until replacement device arrives
Mid to Long term			Restore full service Device performance/optimisation/best practice review to ensure all settings and appropriate configurations are in place (e.g. circular logging).
	[Within 72 hrs]		

Annex E

Roles & Responsibilities (Sourced via external assessor)

Each of the responsibilities allocated to the team members may require different aspects to be addressed and vary according to the particular crisis faced. However, the following may act as a template prompt for team members and ensure key issues are not overlooked:

Chair
- Confirms activation of CMT and escalates as appropriate
- Leads in updates and reviews.
- Confirms strategy and operational focus
- Final decision-maker

Secretariat (Crisis Team Coordinator)
- Responds to the Chair's decision to activate CMT
- Activates appropriate command centre
- Advises the team on best practice and processes
- Manages team resources
- Manages the operations centre
- Coordinates the briefing & updating of all support teams operating within the centre
- Leads post incident review
- Updates and manages Microsoft Teams site
- Provides meeting links to virtual meetings if required

Secretariat (Log Keeper)
- Keeps accurate records of all actions and decisions made during each crisis management team meeting
- Ensure safekeeping and confidentiality of all documentation generated as part of crisis log
- Bring to the team's attention issues carried forward or pending from previous meetings
- Bring to the team's attention issues with requirement for timeline responses

Suggested Functional Themes

People
- Ensures that the issues surrounding people who are missing/injured/fatalities are being dealt with in a way that meets the ethos of the University.
- Sets up liaison at the appropriate level within the emergency services, assists in overcoming liaison problems with the at-site emergency team.
- Determines what actions need to be undertaken to overcome any key personnel losses to the business.
- Determines messages relating to dispersal of staff and resolves any issues emerging from those at the assembly point; and provides regular updates of information to unaffected operational sites.
- Sets up and agrees content of staff information line message
- Ensures appropriate response is given to local population or local issues

affected by our incident
- Ensures consideration is given to the salvage of critical records and personal belongings
- Ensures that resources are available to respond to enquiries if there have been injuries or large numbers of personnel are affected by the incident
- Prepares to provide additional assistance to support key personnel or functions at the affected site

Product
- Oversees required changes to students' studies or examinations
- Proactively oversees communication to student bodies, suppliers and contractors

Partnerships
- Proactively manages communication with key stakeholders and providers
- Determines possible involvement of HSE EHO's etc., and manages appropriate communication.

Place
- Usually are best placed to undertake liaison with the emergency services
- Assesses potential impact to the infrastructure of the site
- Initiates timely building safety checks/repairs
- If appropriate re-evaluates security measures
- Preparation of recovery sites
- Manages and oversees the invocation of the business continuity plans and transition of the key business functions within the defined timescales
- Manages any conflict of business interests during the initial recovery period

Press & Social Media Communication
- Ensures staff are clear on procedures in the event of media contact
- Ensures there is liaison across all business operations relating to press attention and responses
- Considers the need for a statement to be prepared (and updated as developments happen), that can be used in the event information is required to enter the public domain
- Considers if there is a need to co-ordinate/monitor what customer and other interested parties release to the media
- Do other customers purchase same or similar product and therefore is there a need to inform and update?
- Do social media (e.g. Twitter & Facebook) and web sites require additional resources to manage updates and responses?
- Considers if there is a need to man extra lines

Post Incident

Under the facilitation of the Crisis Coordinator, carry out a full incident debrief with everyone involved with the objective to improve process and procedures.

Annex F
Crisis Management Team

A Chair is selected based on the nature and level of the incident, from which members of the CMT are selected based on the nature and the level of the incident and to ensure that each of the functional 'Ps' are represented.

Role	Level	Name	Work number	Mobile Number
Chair	Gold	Anthony McClaran	0208 240 4001	Redacted
Chair	Gold	Jo Blunden	020 8240 4169	
Chair	Gold	Symeon Dagkas	020 82404390	
Chair	Gold	Richard Solomon	020 8240 4378	
Chair	Silver	Chris Paget	020 8240 4072	
Chair	Silver	Kevin Braim	020 8240 8266	
Chair	Silver	Simon Williams	020 8240 2383	
Place				
Place	Gold	Chris Paget	020 8240 4072	Redacted
Place	Gold	Kevin Braim	020 8240 8266	
Place	Silver	Gavin Hindley	020 8240 8281	
Place	Silver	Chris Johnson	020 8240 4823	
Place	Bronze	Security Supervisor on duty	020 8240 4335	
Press				
Press	Gold	Beth Hayes	0208 240 4014	Redacted
Press	Silver	Sam Yarnold	0208 240 8262	
Press	Bronze	Sarah Condron	0208 240 8230	
Product				
Product	Gold	Tim Emmett	0208 240 8237	Redacted
Product	Silver	Cindy Croucher-Wright	020 8240 4284	
Product	Bronze	Andrew Reid-Smith	020 8240 4330	
Product	Bronze	James Simms	0208 240 4344	
People				
People	Gold	Simon Williams	020 8240 2383	Redacted
People	Gold	Ruth Thompson	020 8240 8239	
People	Silver	Helen A'Court	020 8240 8211	
People	Silver	Lisa Bath	020 8240 4329	
People	Bronze	Nicola Mills	020 8240 2389 07725242970 (work)	
People	Bronze	James Turnbull	0208 240 4131	
Partnership				
Partner	Gold	Liz Bell	0208 240 8277	Redacted
Partner	Silver	TBC	TBC	
Partner	Bronze	Graham Smith	0208 240 4263	

EMERGENCY SERVICES

Service	Tel. Nos.

Hospitals

West Middlesex University Hospital   0208 560 2121
Twickenham Road
Isleworth
Middlesex
TW7 6AF

Kingston Hospital   0208 546 7711
Galsworthy Road
Kingston Upon Thames
Surrey
KT2 7QB

Ashford Hospital   01784 884488
Ashford and St Peter's NHS Trust
London Road
Ashford
Middlesex
TW15 3AA

Police

Twickenham Police Station   101
41 London Road
Twickenham
Middlesex
TW1 3SY

London Ambulance Service   0207 783 2000
                                                           (switchboard)

Environmental Health Offices

Health & Safety Executive (RIDDOR)   0345 300 9923

Health Protection Agency   0344 326 2056

Environment Agency (Pollution Control)   0800 807 060

Local Authority Civil Defence Emergency   0208 744 2442

Flood line   0845 988 118

Gas

Gas Suppliers (National Grid)	0800 111 999
British Gas	0333 202 9802

Electricity

Electricity Distribution Company	105
Eon	0345 052 0000
Opus	0845 263 7213

Water

Thames Water	0800 316 9800

Loss Adjusters

U. M. Association Ltd.	0207 847 8670

Telephone

BT	0800 800 150
Virgin Media Business	0800 0520 800

Cyber Security

7 Elements	0131 516 7264

Internet Connectivity

JISC	0300 300 2212

Public Health England

Kate Jennings	0208 487 5107
Zedenka Buchan	07773 044395
Shannon Katyo	Contact via email or via above

Richmond Council

Mark Maidment (CEO)	0208 8917171
Munira Wilson MP	munira.wilson.mp@parliament.uk

Annex H

Control Room checklist

- x3 copies of the Business Continuity Plan including contact lists
- Phone chargers
- Computer Access (available desktop computers / laptop charge points)
- Phones
- Stationary (pens, paper, flipchart etc.)
- x3 laminated copies of the Campus map
- x3 High visibility vests
- Torches and spare batteries

Major Incident Plan Guidance

A "major incident" is an incident which, because of its scale or impact, is beyond the scope of resolution by normal mechanism or decision-making authority within acceptable time scales. It will be of such scale that the University will be unable to deliver a substantial element of its core activities. A major incident may require: mobilisation of the Emergency Services and supporting organisations, rescue and transport of a large number of casualties; the involvement either directly or indirectly of large numbers of people; a large number of enquires likely to be generated both from the public and the news media.

The University has established the Major Incident Plan to deal with situations of this kind.

In the event of a major incident please refer to the following guidelines:

Notify the University
If you identify any situation which you believe may be, or could potentially develop, into a major incident please call Security (emergency number 4060). Security will assess the situation and, if necessary, contact the Crisis Management Team to manage the situation.

Emergency Services
If the Emergency Services are involved please ensure that you follow their instructions. Keep in contact with your line manager to inform them of your location and situation.

Media Contact
In the event of any public or media interest, staff must refer enquiries to the Crisis Management Team via sam.yarnold@stmarys.ac.uk and avoid comments. All public statements will be released through Marketing.

Other Duties
In the event of a major incident your manager may ask you to perform unfamiliar duties or work in an alternative location.

Contact Your Family
In the event of a Major Incident please contact your family and friends to let them know that you are safe. Calls from concerned family or friends may take up time and resource which may be required more urgently elsewhere.

Monitor the Situation
Check the University website or your work email account to ensure you are aware of the latest information, also stay in contact with your line manager who will be able to advise you of any updates.

For further details on the Major Incident Plan please visit www.stmarys.ac.uk