



**LUNDS**  
UNIVERSITET

DECISION

*Reg. no.*  
STYR 2023/789

*Date* 18 April 2023

University Board

## **Lund University's Crisis Management and Contingency Plan**

Approved by the University Board on 18 April 2023, item 7, to apply as of 15 May 2023.

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## 1. Introduction

*A crisis can be described as a difficult situation that in most cases arises rapidly and involves personal, material or ethical and confidence-related damage or entails an impending danger that damage shall occur, or a difficult situation that develops gradually.*

*The event requires immediate and coordinated measures with an aim to minimise the consequences for people, property, the environment and reputation.*

There must be good crisis preparedness in order to manage crises and different types of events that deviate from the University's normal activities. To the greatest extent possible, Lund University, through planning, preparations and exercises, is to be prepared to address and manage these types of events.

Crisis may vary widely in terms of type and nature, which means that it is not always possible to foresee what type of crisis may strike. A crisis may arise suddenly or develop gradually and may also be a crisis of confidence in which the University's credibility is called into question. Therefore, the basis for Lund University's crisis preparedness is flexibility, creativity and collaboration.

Lund University's Crisis Management and Contingency Plan describes how the University is to manage crises and serious events. Among other things, the Plan is to ensure that a crisis management organisation is in place that is staffed with people in key roles who have been appointed and trained in advance and that there are necessary procedures in place so that a crisis can be managed in a satisfactory way. The Plan is supplemented with support material such as instructions and checklists.

Based on this Crisis Management and Contingency Plan, all faculties/equivalent are responsible for establishing their own local crisis management organisations with crisis management and contingency plans that describe how the organisational unit in question is to manage a crisis. Such organisations and plans may also be established at other organisational levels, if necessary. Local crisis

management and contingency plans are to be compatible with this overall Plan.

If an event is of such magnitude that it affects major parts or the whole of the University or is of such a nature that for other reasons it should be managed by the Vice-Chancellor, the central crisis management can be activated. It can also be activated if the local crisis management organisation's resources are insufficient, if several faculties (or equivalent) have been affected by the event, or if confidence in Lund University is threatened.

## 2. Purpose

The purpose of Lund University's Crisis Management and Contingency Plan is to ensure that the organisation has good crisis management capacity in the event of a crisis and that functionality can be maintained in the best way. The Plan also aims to clarify the overall roles, duties and areas of responsibility that apply in a crisis and provide conditions for being able to manage a crisis in a prompt and correct manner, as well as enable the resumption of regular activities as soon as possible.

A clear crisis management organisation and process make it possible to:

- create a good overview and control of the event
- coordinate resources within the University and with other actors
- foresee and minimise negative consequences arising from the event that has occurred, such as injuries to people and damage to the environment and property
- disseminate rapid, reliable and clear information to those concerned, such as staff, students, union organisations, student unions, external parties and the general public
- rapidly resume regular activities when the crisis ceases
- maintain confidence in the University
- evaluate and learn from the event that occurred.

### 3. Crisis management work – three basic principles

The crisis management work is based on the Swedish Civil Contingencies Agency's principle that, even in a crisis, an organisation is, as far as possible, to operate as normal according to three basic principles:

- *The principle of responsibility* – a person who is responsible for an organisational unit under normal circumstances also has a corresponding responsibility during a crisis. The principle of responsibility also entails a responsibility for each actor to collaborate with others.
- *The principle of proximity* – a crisis is to be managed in the first instance where it occurs and by those who are most directly affected and have responsibility. The starting point in the first instance is that the organisational unit affected takes on responsibility for crisis management. If local resources are not sufficient, central support is provided. Responsibility for crisis management may gradually be transferred upwards in the line organisation so that ultimately the Vice-Chancellor has responsibility for management of the crisis if several organisational units or equivalent are involved or the central values of the University are threatened.
- *The principle of similarity* – the organisational unit's structure and localisation are, as far as possible, to be the same during crisis management as under normal circumstances and function is a similar way.

### 4. Event levels

Lund University works in accordance with the following event levels:

#### *Very serious event*

This refers to a major and serious event with a severe effect on the entire University, its reputation or assets. Several faculties or equivalent may be affected. At this level, the event is managed in the first instance centrally by the Vice-Chancellor with support from the

staff function in the form of the central crisis management support unit.

Examples of very serious events could include:

- bomb threats or other types of threat directed at the University
- sabotage, attacks or assaults against the University's organisation
- accidents and deaths that affect the whole or large parts of the University
- very serious disruption in the supply of utilities e.g. long-term loss of IT, electricity, water or other necessary resources of key importance to the organisation
- situations in which there is a risk of damage to the University's reputation
- other events that have a major impact on the University, e.g. serious health threats and natural disasters.

#### *Serious event*

This refers to a serious event that mainly affects one part of the organisation, e.g. faculty or equivalent. The event is handled in the first instance locally by the affected faculty (or equivalent).

#### *Limited serious event*

This refers to a limited serious event with a restricted impact at local level, mainly on activities within a department or equivalent. The event is handled in the first instance locally by the affected department (or equivalent).

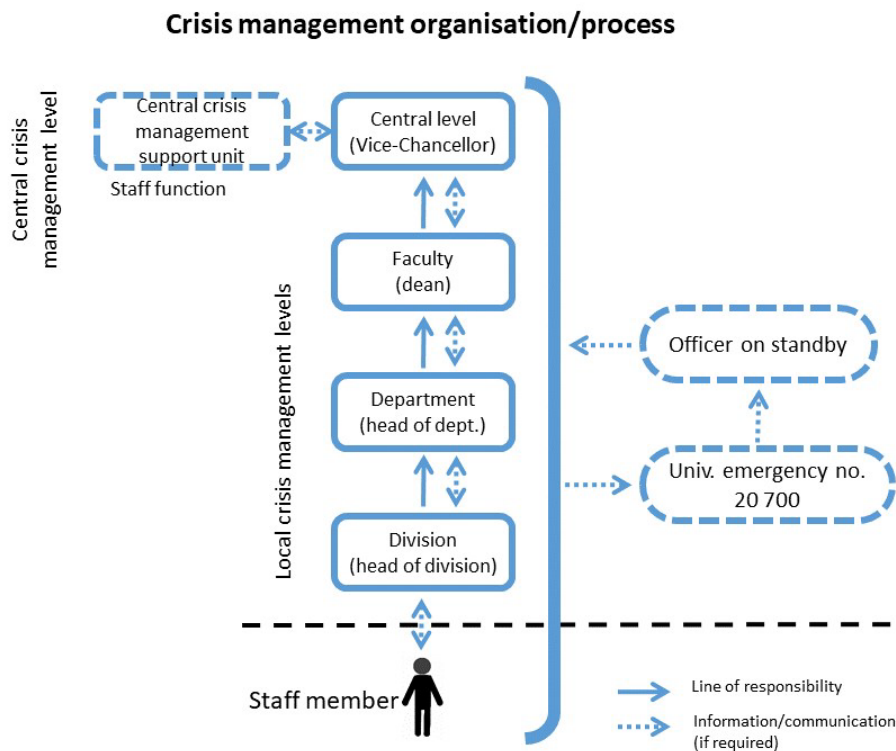
## **5. Crisis organisation structure and crisis management process**

Lund University is to have central crisis management at the Vice-Chancellor level and as support for this there is to be a central crisis management support unit. Central crisis management consists of the Vice-Chancellor, deputy vice-chancellor and university director.

Lund University is to have local crisis management organisations (at faculty level or equivalent) that follow the regular management structure. Each organisational unit is to independently establish such an organisation. Below the faculty level there may be a need for additional adapted local crisis management organisations, for example in organisational units that are large or have particular needs. Such organisations are established by the relevant faculty or equivalent.

Crisis management organisations are to be known within the organisational unit in question, have their own adapted crisis management and contingency plans (that harmonise with Lund University's Crisis Management and Contingency Plan) and be documented and registered. Support material such as checklists is available for the crisis management work.

Below is a diagram of the University's crisis management organisation, showing the levels of the central and local crisis management organisations, central crisis management support unit (staff function) and process with line of responsibility and information and communication paths. Also shown is the communication channel available via the University's emergency telephone, through which it is possible to reach an officer on standby who is accessible outside working hours.



*Diagram of the crisis management organisation structure showing crisis management levels (solid-line boxes), staff function support (dotted-line box) and process with line of responsibility and relevant information and communication channels (officer on standby, dotted-line box).*

### 5.1. Crisis management process

A crisis may arise at any time and is usually handled in the first instance locally within the organisational unit. This is often sufficient, sometimes with support from central functions.

Responsibility is not transferred during a crisis. As far as possible, a crisis is to be managed within the organisational unit that is affected (principles of responsibility and proximity). The basic principle is that the local crisis management organisation handles crises that solely affect its own organisational unit's area of responsibility. The principles of responsibility and proximity provide conditions for local management with the capability to act and which can rapidly address the situation that has arisen. Initiation of crisis management work is



carried out in accordance with the organisational unit's own crisis management plan. When the local crisis management organisation is activated, there is to be a continuous dialogue concerning the situation that has arisen with the next level up in the crisis management organisation structure.

A crisis may vary in terms of seriousness (event level) over time and its management need not always and throughout the course of the process be placed at the same organisational level. What may at first only appear to impact a single organisational unit can rapidly change. It is therefore important to always, and at an early stage, have a dialogue with the next level up in the crisis management organisation structure, especially when crisis development is gradual or there are uncertainties. Regarding cases in which the crisis management organisation at central level is the first to be activated, local crisis management organisations may be activated, if required.

When required, the Vice-Chancellor can always assist a faculty or equivalent in its crisis management work by turning to the university director who decides on support from central functions. The Vice-Chancellor may also, at any time, decide to take over the leadership of crisis management, by allowing central crisis management to take over continued crisis management work. Such a takeover may need to take place in different types of situations, e.g. if:

- resources are insufficient within the individual faculty/equivalent
- the event affects several faculties or equivalent
- there is a risk that Lund University's reputation will be damaged
- there is a need for an overall view of the event as well as a need for coordination at the central level.

## **5.2. Responsibility in crisis management**

The *Vice-Chancellor* is ultimately responsible for crisis management work at Lund University. The Vice-Chancellor is responsible for crisis management at the central crisis management level.

*Heads of organisational units* responsible for regular operations at different levels within Lund University are also responsible for their organisational units in the event of a crisis. The head of an organisational unit is to ensure that within the area of responsibility there is a local crisis management plan or, if such a plan is not considered necessary, nonetheless ensure that the organisational unit is included in a higher organisation level's (local) crisis management plan (at least at faculty level). This is to be done in consultation with the manager in the relevant reporting line.

*Crisis manager* is the term used for the head of an organisational unit whose crisis management organisation is activated, and who for the moment manages the crisis that has arisen. Several crises may need to be managed at the same time within the University and there may therefore be several crisis managers concurrently with activated crisis management organisations, which work in parallel on different crises or on different parts of related crisis situations. Activated crisis managers are therefore tasked with promptly informing their manager in the line organisation, informing and maintaining a dialogue with other activated crisis managers, and ensuring that crisis management work is coordinated so that several crisis managers do not consider themselves as responsible for crisis management of the same event.

The *central crisis management support unit* is a central support function for the Vice-Chancellor's crisis management (central crisis management) or for a local crisis management organisation, if required.

### **5.3. Activation and shutdown of the crisis management organisation**

The decision that crisis management is to begin within an organisational unit, and thereby that a crisis management organisation is activated, is made in the first instance by the head of the organisational unit impacted by the crisis and who thereby takes up the role of crisis manager. The same applies when the crisis management work is to be concluded i.e. that an activated crisis management organisation is shut down. The crisis manager is to notify

their manager in the line organisation so that information about activated (or concluded) crisis management work is carried upwards in the University's organisation and that a dialogue can be had about the appropriate level of responsibility for crisis management and whether this should possibly be transferred.

When a crisis management organisation is activated, the following elements and tasks are to be included in the crisis management work:

- a situation analysis needs to be produced concerning what has happened
- a prognosis needs to be produced concerning how the situation may develop
- an orientation for the work needs to be established which states goals and priorities
- an assessment of the extent of the crisis and the organisational unit's need for support
- decisions on overall measures that are to be taken (based on the established orientation)
- division of responsibility and tasks
- decisions on communication measures, internal and external
- logging of the decisions and measures that have been taken
- continuous follow-up of crisis management and measures that have been taken, so that the desired effect is achieved. The follow-up is to include a continuously updated situation analysis.

When a decision is made to shut down a crisis management organisation's work and to return to the regular organisation, the following points are to be taken into consideration:

- the winding-up process is to be gradual (particularly concerning the crisis communication function)
- the transfer of staff to regular duties is to be preceded by a dialogue on the need for leave, information and/or crisis support

- logging of the event is to be concluded and documents relating to the case are to be registered and archived
- crisis management efforts are to be evaluated.

## 6. Central crisis management

In the event of a crisis affecting Lund University that cannot or should not be managed at a local level, the Vice-Chancellor takes over responsibility for crisis management and initiates central crisis management. Central crisis management consists of the Vice-Chancellor, deputy vice-chancellor and university director. If required, central crisis management can be strengthened with representatives from other organisational units (deans or equivalent and LUS). If the Vice-Chancellor deems it appropriate, the University Board is informed about the situation.

If required, the Vice-Chancellor can request that the university director convenes the central crisis management support unit to assist in the crisis management work. The central crisis management support unit is assigned tasks by the central crisis management and keeps the Vice-Chancellor informed about its work. The Vice-Chancellor can, at any time, participate in the support unit's meetings. The central crisis management support unit can always assist a faculty or equivalent in its crisis management work by making its resources available.

### 6.1. Central crisis management support unit

The central crisis management support unit is led by the university director or their substitute. The university director is responsible for ensuring that the central crisis management support unit is staffed and trained.

Different situations may warrant a different composition of the unit, which therefore consists of basic staff, which is always called in, and an option for additional staff, who are called in according to the type of event and the related requirements. The university director assesses, depending on the nature and scope of the situation, whether additional staff are required and, if so, to what extent.

There is to be a substitute for each member of the central crisis management support unit. These are appointed by the university director. The substitutes should be appointed in advance so that the unit can be assembled at short notice and to simplify replacement in the management of long-term events.

Basic staffing (functions):

- University director (head of the central crisis management support unit)
- Director of communications
- Chief security officer
- Director of HR
- General counsel
- Secretary (appointed from within the unit, or extra resources are called in)

Additional staffing (functions):

- Head of External Relations
- Head of Occupational Health Service
- IT director
- Head of LU Estates
- Head of Student Affairs
- Press relations manager
- Secretariat

If required, the central crisis management support unit can be strengthened with representatives from the organisational unit affected by the crisis, representatives of LUS and expertise and resources from other units within the central administration or the rest of the organisation. A representative of another public authority or collaborative organisation may also be invited to participate.

#### ***6.1.1. Working groups***

If the university director sees a need to link special working groups in specific areas to the central crisis management support unit, these can

be established. It is, in the first instance, the responsibility of the functions in the unit to then form these working groups within their respective organisational units' areas of responsibility.

### **6.1.2. Remit description**

The central crisis management support unit (basic staffing and additional staffing) meets once per semester, besides meetings relating to actual crisis situations or exercises. The central crisis management support unit has the following tasks once it is activated:

- call in the staff who are deemed to be needed to handle the event
- decide on communication measures, internal and external
- log the measures that are taken
- keep the central crisis management informed about support measures that have been taken
- continuously inform the affected parties e.g. student unions, principal health and safety officer and union organisations
- collaborate with external actors.

## **7. Exercises for the crisis management organisation**

A crisis management organisation should conduct exercises systematically, preferably according to a multiple-year plan, in order to be prepared for the task of also leading their organisational unit in the event of a crisis. This is important for ensuring that their own organisational unit functions, to provide conditions to firmly establish roles and responsibilities, and to practice collaboration and communication, both within the group and with other actors, even in abnormal circumstances. The procedures recommended in exercises for the crisis management organisation, in order to keep the organisational unit up to date over time, are provided in supplementary support material.

Heads of organisational units who have a crisis management organisation linked to their organisational unit, and thereby have the role of crisis manager when this is activated, are responsible for the crisis management organisation in question being staffed according to

the organisational unit's needs, and that the staff are trained and well-practiced.

The university director is responsible for the central crisis management support unit being well-practiced.

## 8. Revision

A review is to be carried out at least once per year of local crisis management and contingency plans as well as staffing, training and exercises relating to the crisis management organisation. The revision of local crisis management and contingency plans is to be conducted, if required. The head of the organisational unit who is responsible for the respective local crisis management organisation and crisis management and contingency plan is also responsible for revisions.

Lund University's chief security officer is responsible for revisions of this document, Lund University's Crisis Management and Contingency Plan. The University Board approves revisions.