



WELFARE INCIDENTS

Formerly 'Critical Incidents'

University Policy and Operating Procedures

Version 3.2

June 2010

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Welfare Incident Policy and Operating Procedures Authorisation / Approval

Document	Welfare Incident Policy and Operating Procedures		
Version	3.2	Date	22 June 2010
Owner	Michele Shoebridge	Role	Director of Academic Services

Plan Approval

NAME	ROLE	APPROVAL DATE	REVIEW DATE
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Charles Hadley/Clifton Graham	University Chaplain	23/06/10
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Sue Murphy	Head of Counselling	23/06/10
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Version Control

Date	Version	Key Changes / Sections Amended	Amended By
January 2002	First	Critical Incident Policy and Operating Procedures	
October 2005	Second	Updated to reflect personnel and other changes	
July 2009	3.0 Unpublished draft	Reviewed and updated. Introduction of Gold, Silver, Bronze model.	Sara Doherty & Susan Dummett
March 2010	3.1 Unpublished draft	Updated to reflect organisational change. 'Critical Incident' changed to 'Welfare Incident' to clarify that this policy applies to incidents which threaten the welfare of people. 'Critical Incident Response Team' changed to 'Incident Response Team' Guidance regarding notification of next of kin in the case of staff death	Susan Dummett

		<p>changed; Police to notify next of kin.</p> <p>Introduction of version control.</p> <p>Addition of Appendix 4 – Operational Log</p> <p>Addition of Appendix 7 – Volunteer Co-ordinators.</p>	
June 2010	3.2	Final amendments following review comments	Susan Dummett

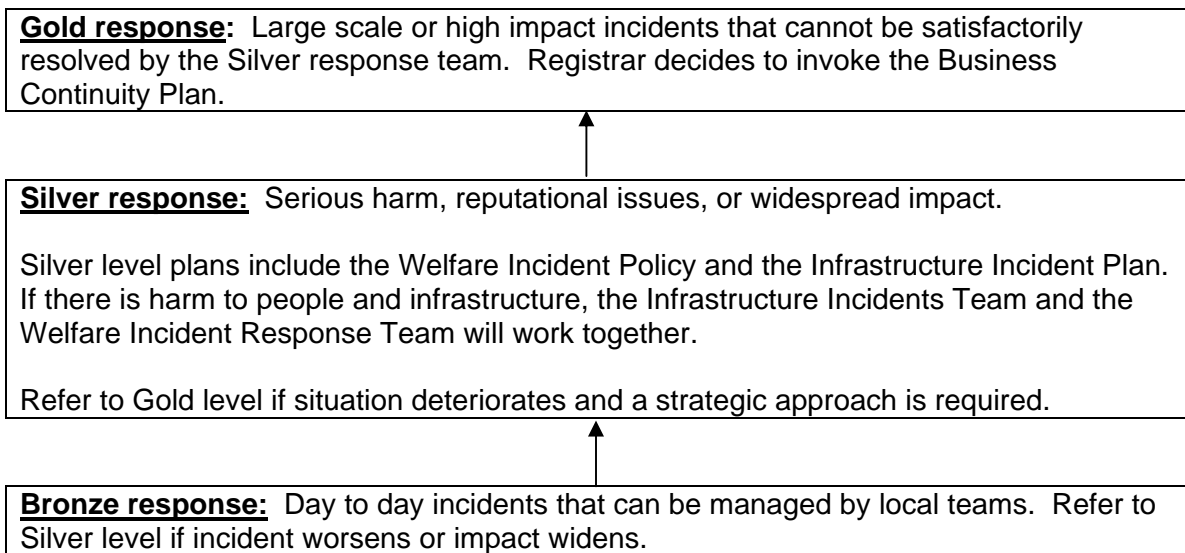
1. WELFARE INCIDENT POLICY

1.1 Need for a Welfare Incident Policy

The University has a duty of care towards its members; it is crucial that an effective Welfare Incident policy exists, covering both students and staff. It needs to be widely publicised, regularly updated and reviewed after any major crisis. A clear policy is necessary to minimise communication problems and to offer appropriate support at a time of institutional crisis.

It is important to provide context; The University of Exeter Business Continuity Plan (BCP) describes the composition and role of the University Crisis Management Team and how it is invoked in response to an emergency incident. The BCP provides an overarching framework within which individual plans (such as the Welfare Incident Policy & Operating Procedures) have been developed to provide guidance in clearly defined circumstances.

In recognition of the fact that not all incidents require a University wide approach, the University will adopt current best practice and use a Gold, Silver, Bronze model. The following diagram shows how incidents can be managed by local teams, or escalated to senior managers.



1.2 Definition of a Welfare Incident

A Welfare Incident may be any serious event that has sufficient emotional power to overwhelm the usual coping abilities of the individuals involved, causing interruption to the normal working procedures of the University, or threatening its reputation.

These might be events that present a risk of significant bodily harm, emotional upset, or endanger public welfare. They are events that require a co-ordinated response, and that may escalate into a disaster or major incident.

Examples of Welfare Incidents include the following; this is not a comprehensive list, as it is not possible to define in advance every conceivable situation:

- sudden or violent death of a student, member of staff or visitor on campus or of a member of the institution off-site on institutional business;
- events involving trauma or serious injury to a student, member of staff or visitor on campus, or of a member of the institution while off-site on institutional business;
- accidents or emergencies that involve multiple student casualties, whether or not they take place on campus or during term-time.

1.3 Purpose of the policy

The purpose of the policy is to:

- ensure a co-ordinated, effective and prompt response to major Welfare Incidents and traumatic events within the University community;
- reduce the severity and duration of the impact on victims and members of the University;
- minimise communication problems and to ensure that steps are taken to address all aspects of the incident;
- reassure the public and local community that the University is taking all possible steps to deal properly with the incident;
- manage press, public relations and legal liability in relation to the incident;
- conduct a comprehensive de-brief and circulate a report to those members of staff who need to know; and
- monitor and review the effective use of the procedures following any death or Welfare Incident.

1.4 Policy and Operating Procedures

An effective Welfare Incident policy requires forward planning, the identification of resources and the establishment of appropriate response mechanisms. It is the University's policy in the event of a Welfare Incident that the institution should respond appropriately and sensitively by implementing the operating procedures set out in the policy. (The procedures should also be used as a set of guidelines for bronze level incidents which require a co-ordinated response.)

An incident involving the welfare of staff or students at the Tremough Campus will cause invocation of the Tremough Critical Incident Policy and Operating Procedures. The University of Exeter will be notified and will work in conjunction with the Tremough response team.

1.5 Communication of the Policy and Operating Procedures

If the policy is to be effective, it is vital that members of the University community know of its existence. New members of staff will need to be made aware of it as part of their induction programme. The policy and operating procedures are available on the

University's web site and in printed form where required.
(<http://www.admin.ex.ac.uk/academic/critical/>)

Training events will be held at least annually to ensure familiarisation with the plan.

1.6 Incident Response Team

The Chair of the Incident Response Team (IRT) will report to the **Vice-Chancellor**, who has executive responsibility for the University's response to a Welfare Incident, the **Registrar and Deputy Chief Executive** who has responsibility for any strategic, financial and organisational implications arising from a Welfare Incident and the **Senior Deputy Vice-Chancellor (Education)**, who has responsibility for promoting the wellbeing of the student population.

Welfare Incidents will be managed through the IRT comprising the following postholders:

- Director of Academic Services OR
- Director of Personnel & Staff Development (for staff related incidents)
- Director of Campus Services
- Assistant Director, Student Services
- The Students' Guild President
- The Students' Guild Chief Executive
- College Dean (or other Unit)
- PCMD College Secretary (if related to Exeter PCMD staff/student/ incident)
- Director of Communications Services
- Head of Health & Safety
- University Chaplain
- Head of Counselling
- Co-ordinator (see Appendix 7)

In addition, the following may be called in an advisory role:

- Head of Security
- University Principal Medical Officer
- Assistant Directors of Academic Services
- International Office
- Community Liaison Officer
- Occupational Health Adviser
- Residence Support Adviser
- Insurance & Business Continuity Manager
- Other faith leaders
- Director of INTO (if related to INTO staff or student incident)
- UPP Business Manager (Exeter)
- The Students' Guild Welfare & Equal Opportunities Officer
- Manager of the Disability Resource Centre
- International Student Support Officer

The contact details of IRT members are shown in Appendix 1a. Out of hours contact detail are held confidentially by the PA to the Director of Academic Services (Appendix 1b). All members of the team have a deputy who will take their place when they are unavailable. It is essential that the IRT, through its members, is able to take decisions on behalf of its respective institutions/organisations, to enable rapid responses to be made where necessary.

1.7 Accountability

The Director of Academic Services and Director of Personnel and Staff Development (or appointed deputies), as Chairs of the IRT for student and staff incidents respectively, together with the Co-ordinator and after consultation with the other members of the IRT, will report to the Registrar and Deputy Chief Executive/Vice-Chancellor on:

- a) progress being made
- b) the outcome of the IRT's actions
- c) recommendations for change in policy or practice as a result of the incident

1.8 Procedure

Information reported to the University directly or to the Director of Academic Services (as-director@exeter.ac.uk) will be deemed a Welfare Incident if considered of sufficient seriousness, according to the definition and/or in need of a co-ordinated University response.

A meeting of the IRT will be convened as soon as possible after the incident. An agenda for this initial meeting is included at Appendix 2. At this meeting, a Chair (usually the Director of Academic Services/Director of Personnel & Staff Development) and Co-ordinator will be appointed by the IRT. The selection will be based on the nature of the incident and commitments of members.

The Chair is responsible for

- planning the combined institutional response and reviewing actions as they take place.
- deciding how often the IRT will meet and who will be responsible for agreed actions. (See Appendix 3 - Record of Actions.)
- informing the Registrar that the Welfare Incident procedure has been initiated and who the Chair and Co-ordinator are. They will keep the Registrar informed of actions and decisions as necessary during the period when the incident is live, and provide a full report at the end of the event.
- deciding when the incident has come to an end, and for standing down the IRT.

The Co-ordinator is responsible for

- ensuring that accurate and timely records are maintained of all decisions and actions taken by the IRT.
- arranging meetings of the IRT, whether actual or virtual
- communications within the IRT, acting as a central information point to which all information will be sent.
- helping the Chair to formulate a report on the operation after the final meeting and circulating the report to relevant staff.

In the period until the IRT meets, the Director of Academic Services (University/ students related incidents)/Director of Personnel Services (staff related incidents) will be responsible for deciding on actions and the response.

All actions and decisions agreed by the IRT will be recorded on a Record of Actions Form (Appendix 3). Other relevant information pertinent to the decisions taken will also be held with these to form a complete record of the incident and how it was managed.

Appendix 4 provides an example of an Operational Log that can be completed by individuals to record their actions.

2. GUIDANCE FOR THE INCIDENT RESPONSE TEAM

2.1 Immediately

- 1 Estate Patrol will summon the emergency services, if not already called, and work in close co-operation with the Police to manage the incident scene.
- 2 Following the occurrence of a Welfare Incident, the Director/Assistant Director of Academic Services is likely to be the first to be informed, usually through the Police or Estate Patrol, College Dean or Resident Tutor. The Director/Assistant Director of Academic Services will arrange for any other notification of staff and any other notification deemed necessary as part of the immediate response. This will include informing the College Dean, or other Unit, and may include communication with the Health, Safety and Environment Office, the Press Office and any other relevant units including other campuses and partner institutions if relevant. Consideration will need to be given to any legal and insurance aspects of the incident.
- 3 In the case of Welfare Incidents involving staff, Estate Patrol will contact the Director of Personnel and Staff Development, whose responsibility it is to inform the College Dean or other unit. The Director of Personnel and Staff Development will carry out any other notification deemed necessary as part of the immediate response. Consideration will need to be given to any legal aspects of the incident.
- 4 The Director of Academic Services/Director of Personnel Services will call a IRT meeting with appropriate staff from the list in 1.6 above, and plan and co-ordinate a general response, including:
 - Who should be informed, e.g, the Principal Medical Officer, a Senior Resident Tutor, the Guild Welfare and Equal Opportunities Officer and the Guild Advice Unit Manager. The Chaplain may, where appropriate, be asked to liaise with representatives from local faith communities. The minimum number of people required to handle the immediate response should be told initially.
 - How to manage the prompt and appropriate release of information in a balanced manner to students, staff, the public and the press. Staff and support services should be notified in advance of the wider community so that support responses can be prepared.
 - The need for facilities to handle multiple inquiries from worried parents and friends, and the public.
 - The need to put in place measures to contain and manage the incident.
 - The need to liaise with relevant authorities to provide emergency shelter, food and clothing, if required.

* Appendices 2 and 3 indicate a structure for the initial meeting and response plan.

2.2 Following Up

The IRT Co-ordinator will plan and keep track of this stage of response. Possible events to consider may be:

Welfare Incidents Involving Student or Staff Accident, Illness or Death

- Letters of condolences from the College & VC
- University representation at the funeral
- Memorial event within the University, with support from chaplaincy team
- Tributes in the media, student newspaper

2.3 Longer Term Considerations

College Deans/personal tutors will have the following in mind when dealing with the longer-term consequences of a Welfare Incident:

- 1 The impact of a major trauma within the University community is profound and will have lasting effects. Individuals may be psychologically and emotionally affected for many months and, in some cases, even years. It is important that sensitivity and understanding are shown to staff and students, who may feel a range of strong reactions for some time.
- 2 Individuals who were closest to the crisis may be most affected, and may function below their usual standard for some time. It may be appropriate in particular circumstances for students to inform their College Dean or academic unit concerned in writing, supported by medical evidence, of any circumstances that in their opinion may have affected their performance in an assessment. [See *Procedures Relating to Student Academic Appeals* 5.2 in *University Calendar*.] Staff may need to take personal leave or arrange for a temporary reduction in their usual responsibilities. The anniversary of the trauma may also be a difficult time, with a renewal of feelings of grief and loss.

2.4 Welfare Incidents Involving Students Abroad (other than ERASMUS and LEONARDO-supported students)

- 1 The Undergraduate Faculty Office holds names of all students abroad for the year or semester, with details of College, Study Abroad Co-ordinator and whether the destination is study or work (in the case of study the institution will be known).
- 2 In Colleges, the following information as far as possible is held in relation to undergraduate and postgraduate students abroad: addresses, mobile number and Exeter e-mail address (for which they have to re-register).

- 3 The Undergraduate Faculty Office will liaise with the relevant College in the case of a Welfare Incident, to ascertain address and other details.
- 4 The Director of Academic Services should be informed of any incident affecting students abroad which might possibly be classified as a Welfare Incident.

3. NOTES FOR THE INCIDENT RESPONSE TEAM

These notes are intended as a prompt for some of the areas that may need to be considered during the management of a Welfare Incident. They are not intended to be a comprehensive list of everything that might need to be taken account of, given the unpredictable nature of a Welfare Incident.

3.1 Welfare Incidents involving student or staff accident, illness or death

A: Contact with Relations and Next of Kin

Contact with relatives and next of kin in the case of accident, or illness is the responsibility of the student or member of staff's institution. The IRT should confirm that this has taken place.

In the case of staff or student death, it is the responsibility of the Police to inform the next of kin.

In the case of serious injury involving students, advice about contacting next of kin will be taken from the Assistant Director of Student Services or the nominated person on the emergency duty roster acting in their place.

Family members may wish to visit campus to collect belongings and meet relevant staff. These meetings should be arranged to be in a private setting and should include a senior member of staff. Family members should be offered support with the collection of personal belongings, including academic work.

B: Contact with staff and students

Consider what information the following groups of staff and students need to have on the incident:

1. Accommodation team, via the Residence Support Adviser
2. Student or member of staff's College Dean/Unit.
3. College/unit secretaries and administrative staff, as front-line people handling enquiries.
4. Students who are taught or supervised by the member of staff concerned
5. If the student/s are resident on campus, the Accommodation team
6. Personnel team

C: Support and guidance for staff and students

Consider

1. Guidance and support to staff managing contact with concerned/bereaved relations, students and staff. This will include up to date information on internal and local community welfare services.
2. Plans within the College/Department/Unit to inform and support fellow students and staff
3. A mechanism for how individuals who may need particular help or specialist referral will be identified. This is particularly crucial in cases where students or

staff may feel a misplaced sense of responsibility eg a student suicide or accidental death on a field trip.

4. Staff and students being made aware of the possibility of media intrusion (eg the availability of photographs on public notice boards and social networking sites)
5. Need to set-up dedicated phone line/communication centre to deal with enquiries, where it is expected that there will be a considerable number of calls/emails in relation to an incident.
6. The removal of deceased staff/student names from all mailing lists.
7. Occupational Health should be informed as a support service for staff.
8. The need to address administrative issues such as repayment of tuition/accommodation fees; amendment of SITS record and possible issue of a record of achievement.

D: Contact with Other Agencies

Consideration should be given to informing the following external organisations:

1. Contractors/consultants working on campus
2. Partners and tenants of the University
3. Health services
4. Health, Safety and Environment Office
5. Environmental Health Officer
6. Media. Procedures for handling press enquiries and issuing public statements.
7. Insurers, via Insurance & Business Continuity Services
8. Police

3.2 Welfare Incidents involving infrastructure problems

Some Welfare Incidents may also involve problems with the physical infrastructure of the University. In such cases, the University's Infrastructure Incident Plan will be invoked, and the Infrastructure Incidents Team (IIT) will be convened. The Director of Campus Services will appoint the Chair of the IIT. The Chair of the IRT will liaise with the Chair of the IIT to provide an appropriate response. If necessary, the IRT and IIT will meet together.

3.3 Resources which may be called on

Appendix 5 is a list of resources which may be called on following a Welfare Incident.

Appendix 1a - Contact Details for the Incident Response Team

Note: M = Member, D = Deputy

(Out of hours contact details are shown in Appendix 1b, held confidentially by the PA to the Director of Academic Services)

M / D	Name	Role	Work
M	Michele Shoebridge	Director of Academic Services	01392 72 4671
M	Simon Wright	Assistant Director Student Services (Exeter) w.e.f. 12/07/10	01392 72 3015
D	Steve Trotter	Assistant Director ASU Cornwall	01326 37 1807
M	Stephen Cooper	Director of Personnel & Staff Development	01392 72 3120
D	Andrew Johnson	Assistant Director (Policy & Reward)	01392 72 2028
M	Geoff Pringle	Director of Campus Services	01392 72 5454
D	Jilly Court	Deputy Director of Campus Services	01392 72 5454
M	Richard Stearn	The Students' Guild President (to July 2010)	01392 72 3536
M	Jonnie Beddall	The Students' Guild President (from July 2010)	01392 72 3536
M	James Hutchinson	The Students' Guild Chief Executive	01392 72 3542
D	Tracy Costello	The Students' Guild Deputy Chief Executive	01392 72 3543
M	Prof Nick Kaye	Dean, College of Humanities	01392 72 4339
D	Ariel Edge	Manager, College of Humanities	01392 72 3174
M	Prof Tim Dunne	Dean, College of Social Sciences & International Studies	01392 72 3170
D	Paul Beerling	Manager, College of Social Sciences & International Studies	01392 72 3174
M	Prof Mark Goodwin	Dean, College of Life & Environmental Sciences	01392 72 2439

M / D	Name	Role	Work
D	Helen Ratcliffe	Manager, College of Life & Environmental Sciences	01392 72 5132
M	Prof Ken Evans	Dean, College of Engineering, Maths and Physical Sciences	01392 72 3648
D	Linda Peka	Manager, College of Engineering, Maths and Physical Sciences	01392 72 5221
M	Prof Richard Lamming	Dean, Exeter Business School	01392 72 2549
D	Caroline Haste	Manager, University of Exeter Business School (until 31.07.10)	01392 72 3203
D	Anna Verhamme	Manager, University of Exeter Business School (w.e.f. 01.08.10)	01392 72 2176
M	Chris Lindsay	PCMD College Secretary	01752 437403
D	Terry Vallance	PCMD Head of Registry Services	01752 437345
M	Stuart Franklin	Director of Communications Services	01392 72 3146
D	Sarah Hoyle*	Media Relations Manager	01392 72 2062
M	Dr Paul Adams	Head of Health and Safety	01392 72 5341
D	Mike Bell	Radiation Safety Officer	01392 72 5339
M	Charles Hadley (to 31/07/10) Clifton Graham (from 01/08/10)	University Chaplain	01392 72 3649
D	James Theodosius	St Luke's (Anglican) Chaplain	01392 72 4804
M	Sue Murphy	Head of Counselling	01392 72 4381
D	Ihrene Broden-Miller	Student Counsellor	01392 72 4381

*At the time of publication, Sarah Hoyle is on maternity leave. Contact Dan Williams 01392 72 2062

Appendix 2 – Agenda for IRT Meeting

ALL AGREED ACTIONS TO BE RECORDED ON THE WELFARE INCIDENT RECORD OF ACTIONS FORM

- 1 Members who initiated IRT to share information received
- 2 Any other relevant information known shared by Team
- 3 Further information needed and how it will be obtained / identified
- 4 Other postholders to be added to the IRT to be agreed.
- 5 Next actions discussed and agreed (including specific staff and teams who need to be informed and timescales for each action) in relation to:
 - Parents/next of kin notification
 - Academic College notification
 - Student notification
 - Combined Universities in Cornwall (if appropriate)
 - Health, Safety & Environment
 - Estates and Facilities
 - Support Services – International Office if in relation to International students/staff
 - Internal communications
 - PR
 - Insurers/legal
- 6 Communications within IRT to be confirmed
- 7 Date and time agreed for the IRT to meet

Appendix 3 - Record of Actions Form

Date of incident:

Nature of incident:

Membership of the IRT:

Date and time of the IRT meeting:

For the initial meeting of the IRT

ACTIVITY	ACTION REQUIRED	BY WHOM	DATE/TIME ACTIONED	SIGNED
Note who initiated IRT				
Incident information shared				
Further information required				
Agree other postholders to be added to the IRT				
Health, Safety & Environment specific actions discussed and agreed				
Estates and Facilities actions discussed and agreed				
Support Services specific actions discussed and agreed				

ACTIVITY	ACTION REQUIRED	BY WHOM	DATE/TIME ACTIONED	SIGNED
UCF specific actions discussed and agreed				
UoE specific actions discussed and agreed				
Internal communications				
External communications				
Inform insurers/legal				
Operation of IRT				
Next meeting of IRT				

Appendix 4 – Operational Log

This form can be copied as required. It should be handed to the IRT Chair when completed.

Page No:		Name:			
Ref No	Date	Time	Event / Observation	Action	Status (in progress / complete)

Appendix 5 - List of Resources

The IRT actions following an incident will be set within the context of a range of activities undertaken by the various agencies and bodies of the University. What follows is an audit of the resources that may be called on following a Welfare Incident.

1 **Administrative Resources within the University**

- (a) **The Vice-Chancellor:** has executive responsibility for the University's response to a Welfare Incident.
- (b) **The Senior Deputy Vice-Chancellor (Education):** has a general responsibility for promoting the well-being of the student population.
- (c) **The Registrar and Deputy Chief Executive:** holds responsibilities which include the strategic financial and organisational planning of the University and thus any wider implications arising from a Welfare Incident.
- (d) **The Director of Academic Services:** carries major responsibility in the case of student Welfare Incidents. (See Operating Procedures)
- (e) **The Director of Personnel and Staff Development:** carries major responsibility in the case of staff Welfare Incidents. (See Operating Procedures)
- (f) **The Director of Campus Services:** has managerial responsibility for the operation of Estate Patrol and a key role in the successful functioning of University student accommodation and provides support for Resident Tutors.
- (g) **The Head of Security:** is responsible for the day-to-day running of Estate Patrol and for conceiving strategies to enhance its effectiveness.
- (h) **Director of INTO:** is responsible for international students studying on INTO programmes.
- (i) **PCMD:** PCMD staff, College Dean and College Secretary, will be responsible for communication to PCMD students and staff.

2 **Agencies Interacting with Outside Bodies**

- (a) ***Estate Patrol (Campus Services):*** This provides 24-hour-a-day security cover for the University. Normally two, and never fewer than one, persons are available to respond to incoming calls made to their centre of operations in Northcote House. Security staff are trained to liaise with the Emergency Services and to alert the University to incidents via the Director of Academic Services. Estate Patrol compiles and distributes reports of each significant incident and, where appropriate, logs when and by what means next of kin have been informed. Each Patrol member of staff is a trained First-Aider.
- (b) ***Health, Safety and Environment Office (Personnel and Staff Development Services):*** This is responsible for the construction and implementation of the University's *Health and Safety Policy*. While having a strong interest in prevention, it has established clear procedures to be followed in the event of a major (and minor) accident or fire. In the event of an incident affecting a University building, or arising from the carrying out of the University's business (for example an accident involving

a minibus being used for a field course), the Health, Safety and Environment Office will wish to establish the cause of such an occurrence and review existing procedures. Where appropriate the Health, Safety and Environment Office will liaise with the Health and Safety Executive.

- (c) **Press and Public Relations Office (Communication Services):** A major incident is liable to raise strong media interest. It is the role of the Press and Public Relations Office to supply appropriate and accurate information to external bodies, to protect the privacy of the individuals involved and to ensure that public reporting of the incident is not misleading. The Director of Communication Services can establish a telephone helpline if required.
- (d) **Insurance & Business Continuity Services (Finance Services)** Insurance & Business Continuity Services arranges the University's insurances and will liaise with the insurers and loss adjusters in the event of a claim. It also provides advice and co-ordination with regard to Business Continuity Management at the University and should therefore be kept informed of developments, meeting outcomes, etc.

University Support Networks

- (a) **Academic Colleges:** The natural 'home' of many students will be their academic College. It is here that they will be known and it is to here that family and friends will instinctively address their questions about the welfare of family members. In most cases, fellow students, personal tutors, lecturers and support staff will constitute an important network of support in the event of a Welfare Incident.
- (b) **Hall Resident Tutors:** In addition to their general role of promoting student welfare, Resident Tutors are charged with two further responsibilities that may be deployed in the case of a Welfare Incident. They can provide a communications link between their student residents and other units of the University, and, if necessary, can be called upon to instigate disciplinary procedures. The latter may be required if a breach of University Regulations has occurred and contributed to the incident. Resident Tutors, it should be noted, are likely to constitute a primary point of contact between the University and the relatives and friends of a hall resident affected by a Welfare Incident. They thus have a key role to play in discharging the University's wider remit of care.
- (c) **Hall Managers:** In the case of the Emergency Services requiring urgent access to a residence, Hall Managers may be called upon to assist. They might also aid the evacuation of a Hall following the sounding of an alarm. In common with Resident Tutors, many are well placed to know the emotional atmosphere or issues operating within a particular hall at the time of a Welfare Incident.
- (d) **Self-Catering Flats Managers:** In the case of the Emergency Services requiring urgent access to a residence, Self-Catering Flats Managers may be called upon to assist. They might also aid the evacuation of a Flat following the sounding of an alarm. In common with Resident Tutors, many are well placed to know the emotional atmosphere or issues operating within a particular flat at the time of a Welfare Incident.

Welfare Agencies

- (a) **Student Counselling Service:** This provides confidential counselling for those with personal and emotional difficulties. Initial enquirers are seen quickly and then an

appropriate series of meetings is arranged. Where beneficial, the Counselling Service can also provide information about referral to other support agencies. Additionally, the Counselling Service can assist members of staff who find themselves in the role of supporting others. Complementing its work with individuals, the Counselling Service can facilitate de-briefing sessions for those within a College or Hall that have been affected by a Welfare Incident.

- (b) **Chaplaincy Team:** This exists to provide pastoral support for all students and staff regardless of their religious affiliation. In the case of a Welfare Incident, chaplains can, if necessary, be contacted at any time. They are available to visit people in their places of residence, work or study. They can be used, when required, to assist with the notification of next of kin. In the case of death, Chaplains can advise on the making of arrangements for both a funeral and a memorial event. In collaboration with the Counselling Service, the Chaplaincy can provide a forum in which those affected by a Welfare Incident can explore their emotional response to what has taken place.
- (c) **Students' Guild Advice Unit:** This is able to provide help with a wide range of practical issues following an Incident. These might include those concerned with accommodation, finance and legal advice. It can also act as an advocate by making representation to other bodies on behalf of students. Additionally, the Guild Welfare and Equal Opportunities Officer is able to meet and support students.
- (d) **Student Health Centres:** With all the facilities of any General Practice, these would meet the health needs of any registered students affected by a Welfare Incident. In the case of a crisis occurring on campus within their hours of work, the doctors and nurses of the Health Centres could also be drawn upon more widely.
- (e) **International Student Adviser :** In conjunction with the resources of the International Office, the Adviser is well placed to provide specialised practical support for international students affected by incidents. This might include help in making contact with friends and family at home and, if required, the appropriate consulate. In the case of death, the Adviser can assist with organising the repatriation of the body.
- (f) **The Voice:** This is a student-run telephone-listening service available from 8pm to 8am during term. Trained volunteers can offer emotional support to a caller within the limits of a peer-befriending service.

5 Other Sources of Support

- (a) **Occupational Health Adviser:** In the event that an incident raises questions of occupational health for an employee of the University, an Adviser is available with access, where necessary, to the University Occupational Physician and Devon Counselling Service who provide staff counselling to the University.
- (b) **Recognised Trades Unions:** Unions may be able to assist with queries or claims connected to legal liability, working conditions and practices, and more general issues to do with support for employees and the legal entitlements of staff.

6 Resources beyond the University

In addition to the agencies already mentioned, students and staff would be able to draw upon a range of further resources. These would include such national support organisations such as *The Samaritans* and *Victim Support*, in addition to various local resources.

Appendix 6 - Responsibilities

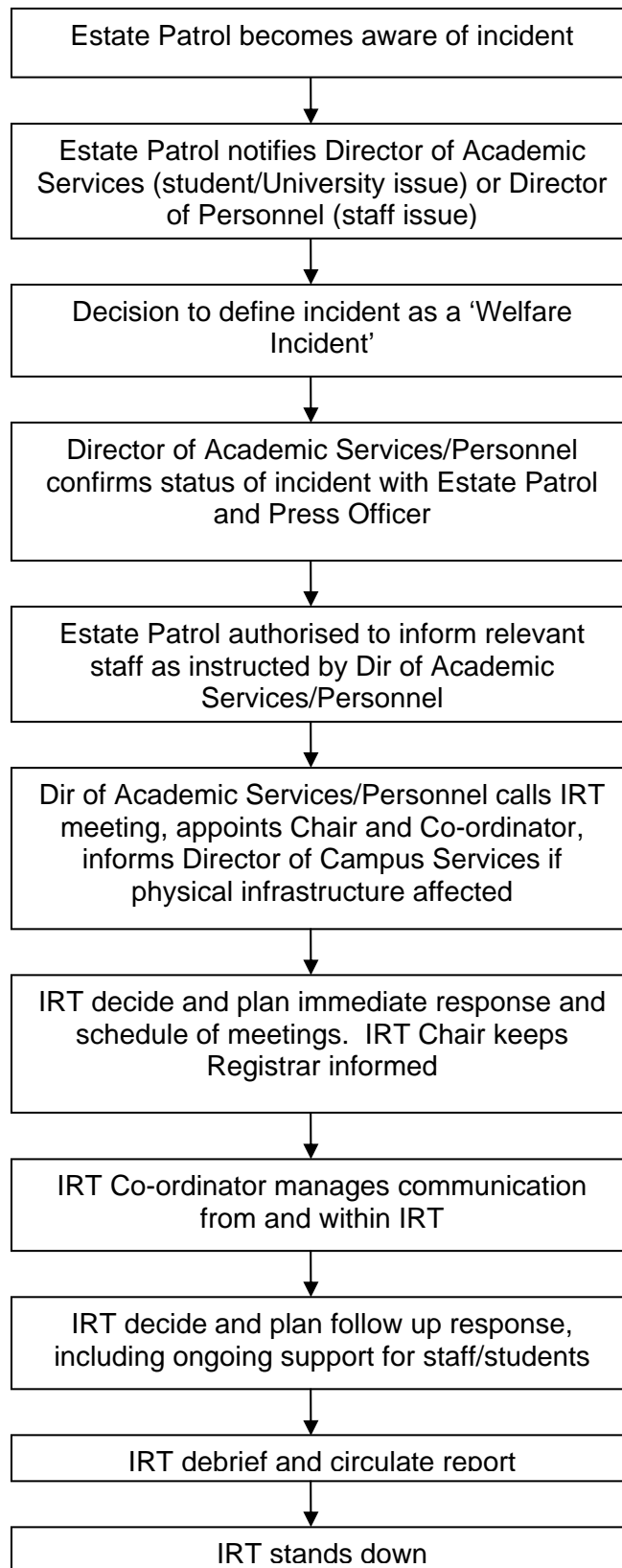
Activity	Responsibility
Overall responsibility for the institution's response to the Welfare Incident	Registrar & Deputy Chief Executive
Deciding that something is a Welfare Incident	Director of Academic Services/Director of Personnel (staff related incidents) - or deputies
Calling IRT meeting	Director of Academic Services/ Director of Personnel (staff related incidents)
Actions before IRT meets	Director of Academic Services/ Director of Personnel (staff related incidents)
Notifying UoE Estates Patrol (if not already informed)	Director of Academic Services/ Director of Personnel (staff related incidents)
Informing UoE Registrar	IRT Chair
Deciding actions	IRT Chair
Recording decisions and actions	IRT Co-ordinator
Co-ordinating communication within the IRT	IRT Co-ordinator
Liaising with police	Director of Campus Services/Head of Security
Liaising with utilities companies	Director of Campus Services
Liaising with health & social services	Principal Medical Officer
Liaising with students in residences	Residence Support Adviser
Communications – internal & external	Press Officer
Staff related issues	Director of Personnel
Liaising with trades unions	Director of Personnel
Notifying next of kin	Refer to the institutional procedures

Appendix 7 – Co-ordinator Volunteers

In some circumstances it will be appropriate to designate the Chair's PA to act as Co-ordinator. However, it might be vital, during an incident, to ensure that the PA is available in the office to take telephone calls and monitor e-mails, thereby fulfilling a vital communication role. In these circumstances, the following volunteers can be asked to act as Co-ordinator to silver level response teams:

Name	Position	Work telephone number
Laura Ottery	Planning Officer	01392 72 3479
Holly Peterson	Head of Alumni Relations	01392 72 3052
Charlotte Blackwell	Administrative Officer	01392 72 3062
Jill Williams	Executive Officer to the Registrar and Deputy Chief Executive	01392 72 3045

Appendix 8 - Incident Flow Chart



END