



GOLD INCIDENT RESPONSE TEAM AND BUSINESS CONTINUITY PLAN

Version 15.0 (August 2025)

CONFIDENTIAL

Guidance for Members of the Gold IRT

Plan Objective: To coordinate and control the University's strategic response to an unplanned incident or disruption which could impact the safety, operations, or reputation of the University of Exeter.

Plan Scope: Streatham and St Luke's campuses, and all University of Exeter activities carried out elsewhere. Falmouth Exeter Plus have a separate plan to cover disruptive incidents on the Penryn campus; should an adverse event occur on the Penryn campus, it may be necessary to invoke both plans to work alongside each other.

Role: Identifies key personnel, tasks, roles and responsibilities for the strategic management of a major disruption to the University's activities and services.

To be used by: Members of the Gold Incident Response Team and the Incident Support Group

IN THE EVENT YOU ARE ABLE TO SAFELY REACH YOUR DESK

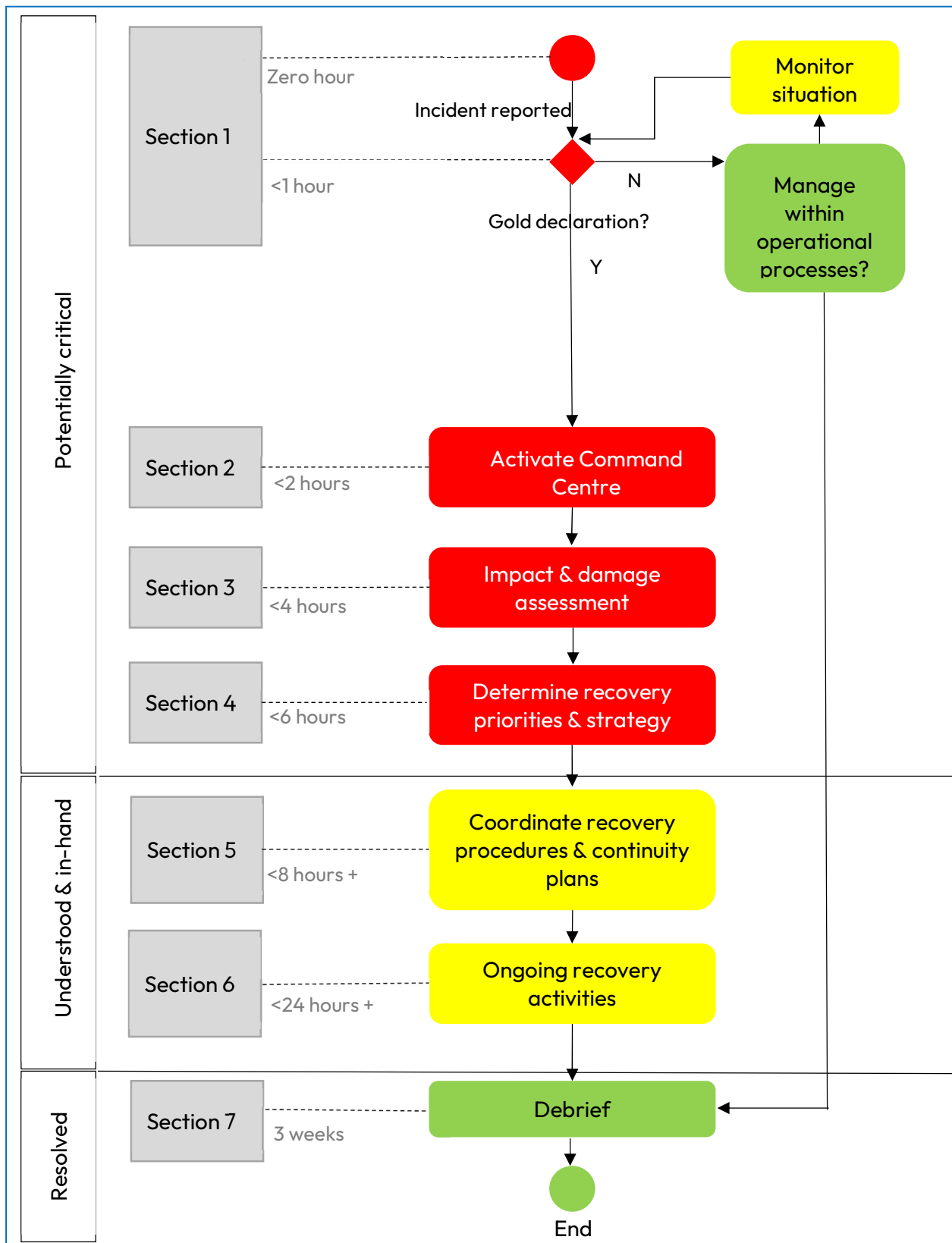
DO NOT FORGET

1. Your copy of the Incident Response Team and Business Continuity Plan (Gold)
2. Your mobile phone and personal items (e.g. car keys, wallet/handbag, jacket, UniCard)
3. Your laptop, mains lead, the business continuity plans for your area, mobile phone charger, power bank, etc.
4. To delegate your current position and duties, if and where appropriate

**BEGIN BY USING THE 'INCIDENT ROAD MAP' AND ASSOCIATED TASKS
SHOWN OVERLEAF AS YOUR GUIDE**

CONTENTS PAGES ARE AT THE REAR OF THIS DOCUMENT

INCIDENT ROADMAP



INTRODUCTION

It is the intention in this plan to be straightforward. Therefore, abbreviations are kept to a minimum as follows:

- Incident Response Team (IRT)
- Business Continuity (BC)
- Recovery Time Objective (RTO)

Sections 1 to 7 outline the key steps necessary to manage a major incident and effect recovery. More detailed resources and checklists are included in the Appendices.

The contents pages are at the [rear](#) of this document. When viewing this document in MS Word, use of the Navigation Pane is recommended to move between headings, (click the 'View' tab and check the 'Navigation Pane' box).

1. Incident Reported & Gold, Silver or Bronze Declared

		Incident Reported & Gold, Silver or Bronze Declared
Task ID	Task & Guidance	Status (Assigned to, time)
1.1	<p>INCIDENT IS REPORTED TO GOLD IRT CHAIR (via Estate Patrol or other source)</p> <p>If the University is clearly experiencing an incident that requires a strategic response from the Gold IRT based on the table overleaf, then notify the Senior Vice-President and Registrar & Secretary and proceed with task 1.3.</p> <p>Bronze response invoked – Silver IRT Leader is informed of an incident, but response may be deemed as localised or manageable within operational day to day business processes.</p> <p>Silver response invoked – A Silver Incident Response Team is required to provide a tactical response, e.g. IT failure affecting substantial number of users. Alternatively, a Silver response may be required in a situation which has deteriorated to the point where the Bronze operational response is no longer sufficient. The response does not, however, require formation of a Gold Incident Response Team at this stage. Proceed to task 1.2 and monitor situation.</p> <p>Gold response invoked – A situation where a serious emergency needs strategic management and the Gold Incident Response Team is required. The Senior Vice-President and Registrar & Secretary must be notified as this role has the authority to declare that the response should be managed by the Gold Incident Response Team.</p>	

Refer to this table for guidance about the level of response.

	OPERATIONAL	TACTICAL	STRATEGIC
Category → Function ↓	Bronz	Silver	Gold
Facilities & Buildings	Short term denial of access (fire evacuation). Temporary loss of building, utilities or telecommunications.	Partial loss of building resulting in medium term denial of access to the premises.	Complete/long term denial of access and/or major damage to property. Bomb or terrorist action or credible threat.
People	Small numbers of staff and/or students affected. Loss of life where there is no or limited reputational damage such as due to understandable natural causes and no further risk to individuals.	Large numbers of staff and/or students affected. Loss of life where there is potential for reputational damage and further risk to individuals. Poor weather / fuel shortages – travel disruption.	Serious injury or loss of life e.g. due to explosion, bomb etc. Staff and/or student welfare and morale severely impacted. Pandemic resulting in national or local restrictions. Severe weather – potential for campus ‘closure’.
Financial	Financial impact is less than £100,000.	Financial impact between £100,000 and £1m.	Financial impact is greater than £1m.
Adverse publicity / reputation	Local media coverage, short term with little impact on reputation. No risk of litigation.	Local media coverage, long term. Sporadic regional/national media. Non-mainstream international media. Potential risk of litigation.	Short term impact on teaching or research. National / international media, negative articles in target staff or student recruitment markets. Serious risk of litigation.
IT	Localised failure/outage. Limited number of non-critical users affected, minor Health & Safety or reputation implications.	Serious incident affecting, for example, a substantial number of IT service users, minor security breach, moderate Health & Safety or reputation implications.	Very serious incidents relating, for example, to part of the core infrastructure, security breach, serious Health & Safety implications, or disruption at key times in the University’s calendar.
Suppliers	Transport, logistical delays, e.g. traffic congestion.	Key supplier(s) unavailable causing disruption to critical activities.	Long term critical supplier loss impacting on the University’s strategic mission, e.g. a failure of a student accommodation supplier in the city.

This table provides guidance. It is recognised that the boundaries are often not clear cut, e.g. operational procedures may be sufficient to cope with a death by natural causes, whereas a violent death is likely to require a higher level of response. It is important that information is shared and passed up the management hierarchy so that appropriate response decisions can be made.

			Incident Reported & Gold, Silver or Bronze Declared
Task ID	Task	Guidance	Status (Assigned to, time)
1.2	Monitor the incident. If the situation is being managed by operational or tactical teams, continually monitor for a potential change in the incident level.	IT based scenarios are often subject to escalation, due to their progressive nature.	Team members monitor their area of responsibility.

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Task ID	Task	Guidance	Status (Assigned to, time)
1.3	<p>Put Gold IRT members on stand by.</p> <p>If IRT decides to stand down completely, then continue to Section 7, Debrief - Incident Review.</p>	<p>IRT membership and adviser contact details – Appendix A</p> <p>Core IRT Members:</p> <p>Chair – Senior Vice-President and Registrar & Secretary</p> <p>Vice-President and Deputy Vice-Chancellor (Education and Student Experience)</p> <p>Deputy Registrar and Executive Divisional Director of Education and Academic Services</p> <p>Director of Teaching Excellence and Student Experience</p> <p>Executive Divisional Director of External Engagement and Global</p> <p>Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services</p> <p>Director of Commercial, Residential and Campus Services</p> <p>Director of Estate Services</p> <p>Divisional Director of University Corporate Services</p> <p>Assistant Director, Compliance & Risk</p> <p>Divisional Director of Information Technology</p> <p>Executive Divisional Director of Human Resources</p> <p>Director of Technical Strategy and Operations</p> <p>Business Manager to the Senior Vice-President and Registrar & Secretary (Team Secretary)</p> <p><i>See overleaf for those who can be called in an advisory role.</i></p>	Team Secretary

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Task ID	Task	Guidance	Status (Assigned to, time)
1.3 con- tinued		<p><u>In addition, the following may be called in an advisory role:</u></p> <p>Head of Health & Safety Director of Exeter Innovation Vice-President & Deputy Vice-Chancellor Cornwall Head of Security, Parking and Transport Operations General Counsel and Director of Legal and Student Cases Insurance, Audit & Risk Manager Assistant Director, Culture and Inclusion</p> <p>EDI representation is mandatory for incidents involving high profile, contentious speakers.</p> <p>Subject matter experts (according to the nature of the incident).</p> <p>The General Counsel and Director of Legal and Student Cases should be included for incidents involving students, especially where behaviour and wider wellbeing are involved.</p>	Team Secretary

			Incident Reported & Gold, Silver or Bronze Declared
Task ID	Task	Guidance	Status (Assigned to, time)
1.4	Chair declares formation of Gold IRT.	<p>Deputy Chair arrangements:</p> <p>If the Registrar is not available, the Deputy Registrar and Executive Divisional Director of Education and Academic Services should take the Chair. If neither the Registrar, nor the Deputy Registrar is available, an Executive Divisional Director Gold team member should take the Chair:</p> <ul style="list-style-type: none"> Executive Divisional Director of External Engagement and Global Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services Executive Divisional Director of Human Resources 	Chair
1.5	<p>Decide on the location of the Gold Incident Command Centre:</p> <ol style="list-style-type: none"> Virtual Incident Command Centre via Teams Executive Suite, Northcote House Xfi, Conference Room 1 (& 2 if additional space is required) St Luke's, Medical School building, W K Norman Conference Room 	The details and directions for the physical Incident Command Centres can be found in Appendix C .	Chair
1.6	Contact members of the Gold IRT. Indicate which Incident Command Centre is being used, and the time of the first meeting.	IRT membership and adviser contact details – Appendix A	Team Secretary

1.7	<p>a. Ensure that the Gold IRT has the appropriate skills and personnel for this particular incident.</p> <p>b. Consider whether to invoke the Incident Support Group.</p> <p>c. Consider whether to establish an Academic Advisory Group.</p>	<p>Reallocate roles and tasks to another IRT Member if a key skill or person is not available.</p> <p>The Chair may stand down individual Gold IRT members if their skills are not relevant to the incident.</p> <p>Incidents involving high profile, contentious speakers – a member of the Equality, Diversity and Inclusion team must be included.</p> <p>Streatham & St Luke's campuses – IRT Chair to consider including additional representation from areas substantially affected by the incident, or with expertise relevant to the incident. Representation from the Students' Guild, SU, INTO, UPP, Falmouth Exeter Plus, RD&E/NHS, Northcott Theatre, and Tops Exeter also to be considered.</p> <p>Penryn campus – As above, working in collaboration with the Falmouth Exeter Plus Incident Response Team – see Appendix M for key contacts. Note that incidents can affect a single campus, two or more (eg severe weather).</p> <p>Incident Support Group – see Appendix K. The purpose of this Group is to advise the Gold IRT during live incidents when immediate pressures may constrain opportunities for Gold IRT members to think widely about impacts and risks, alternative response strategies, or to consider a range of potential developments and recovery situations.</p>	Chair
1.8	<p>Inform:</p> <ul style="list-style-type: none"> • President and Vice-Chancellor • Senior Vice-President & Provost 	<p>Consider whether the Chair of Council should be informed.</p>	Chair

			Incident Reported & Gold, Silver or Bronze Declared
Task ID	Task	Guidance	Status (Assigned to, time)
1.9	If staff or students have been harmed, inform the Executive Divisional Director of Human Resources (harm to staff) or the Director of Health, Wellbeing and Sport (harm to students).	The Welfare Incident Plan should be invoked by the appropriate Director.	Team Secretary
1.10	<p>If the emergency services are present, ensure the Director of Commercial, Residential & Campus Services is able to liaise with the University Incident Manager. Consider:</p> <ul style="list-style-type: none"> • Mobile phone / nominated VoIP or analogue phone / MS Teams • Radio communication • A brief visit to the incident site to witness at first hand • Assigning a runner to assist with communications between Gold IRT and the University Incident Manager <p>SBAR communication tool for giving and receiving information:</p> <p>Situation – What is happening?</p> <p>Background – Any additional information e.g. action taken?</p> <p>Assessment – Is the situation deteriorating / stable / improving?</p> <p>Recommendation / Requirement – What do you think needs to be done / what do you require?</p>	<p>If the emergency services are called, the University's Emergency Response to a Major Incident Plan will be invoked. This makes provision for the University's Incident Manager to work with the emergency services to bring the incident under control. It is important at this stage that the Gold IRT supports the University Incident Manager if assistance is required to make high level decisions (e.g. campus closure).</p> <p>There is likely to be a large volume of telephone traffic for both Estate Patrol and the Director of Commercial, Residential & Campus Services. This can result in lines being engaged at times when important information needs to be shared. In some cases, it may be possible to identify alternative telephone numbers for communication between Estate Patrol and the Director of Commercial, Residential & Campus Services.</p>	Chair and Director of Commercial, Residential & Campus Services

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1.11	Consider assigning a Silver (tactical) Coordinator on the ground to coordinate and adjust the wider operational response.	The Silver (tactical) Coordinator should not become involved in operational activities.	Chair
1.12	<p>On request from the Police for University representation, the Director of Estate Services should attend the emergency services' Tactical Coordination Group (TCG). The TCG may meet in a virtual environment, or in the Tactical Coordination Centre (TCC) at Middlemoor Police Station. If attending Middlemoor, the Director of Estate Services should take:</p> <ul style="list-style-type: none"> • Laptop and charger • Mobile phone and charger • A copy of this plan <p>A desk, telephone and stationery will be provided in the TCC.</p>	<p>If the nature of the incident dictates that the Director of Estate Services should remain with the Gold IRT, the Chair should nominate another Gold IRT member or deputy to attend. It is important that the nominated person is able to make decisions and provide advice on behalf of the University.</p> <p>The emergency services' Strategic Coordination Group (SCG) is also based at Middlemoor Police Headquarters.</p> <p>If the University is invited to attend both the Tactical Coordinating Group and the Strategic Coordinating Group, consideration should be given to the same UoE representative attending both Groups, to avoid duplication when providing feedback to UoE Gold IRT. The Business Continuity Adviser and Head of Security, Parking and Transport Operations may have access to the Groups' meeting papers via the ResilienceDirect secure online platform.</p>	Director of Estate Services or other delegated Gold IRT member

2. Activate Incident Command Centre

			Activate Incident Command Centre
Task ID	Task	Guidance	Status (Assigned to, time)
2.1	Once the Incident Command Centre is open, maintain a record of the incident. For example, open an Incident Log, Call Register and Response Tracking Table to document the ongoing situation as reported, including dates and times.	Use Appendices O1 , O2 and O8 in this plan. Gold IRT members are responsible for maintaining a personal incident log to record all actions and decisions they make throughout the incident.	Team Secretary for the Command Centre. Individual Gold IRT members - personal records
2.2	Consider how best to display and share information, e.g. flip chart, story board, display tables, Microsoft Teams, SharePoint.	WhatsApp will only be used: 1. In the event that the security of other communication channels is compromised. 2. To communicate to Gold, the University Executive Board (UEB) and PSLT for the purposes of relaying urgent and necessary information relating to a live critical incident at Gold level. 3. WhatsApp groups will be deleted at the point that the Gold team is stood down.	Chair with assistance from Team Secretary
2.3	Establish contact with the incident site. If the University's Emergency Response to a Major Incident Plan has been invoked, inform the University Incident Manager of the UoE Incident Command Centre location.	Note the special arrangements in 1.10 above if the emergency services are present.	Director of Commercial, Residential and Campus Services
2.4	If you are a deputy or stand in, take a moment to familiarise yourself with your new role and duties.	Roles and responsibilities can be found in Appendix B .	Deputy / Stand In

**Activate Incident
Command Centre**

Task ID	Task	Guidance	Status (Assigned to, time)
2.5	<p>Retrieve a battle bag from the nearest location, if needed.</p> <p>Battle bags are located in:</p> <ol style="list-style-type: none"> 1) Northcote House, Estate Patrol Office 2) Lafrowda House, Insurance, Audit & Risk Office, G9 3) St Luke's, Porters' room, South Cloisters G47 	<p>Battle bag contents are listed in Appendix E.</p>	Team Secretary or other designated member of Gold IRT
2.6	<p>Commence the first Gold IRT meeting.</p> <p>Assess what has happened, and the likely impact and duration of the disruption. Look ahead - is it possible that the situation will deteriorate?</p> <p>Keep meetings action focussed.</p> <p>The University's values should underpin decision making.</p>	<p>It may be beneficial for attendees to complete the Information Picture slides shown in Appendix O 9, prior to the meeting.</p> <p>An agenda for the first meeting is shown in Appendix G.</p> <p>Ensure there is clarity about:</p> <ul style="list-style-type: none"> • What you know • What you need to know • The assumptions that have been made <p>A value based decision making model is shown in Appendix F.</p>	Chair
2.7	<p>Ensure internal and external communications, including media response have been assigned.</p> <p>Be prepared to answer questions from external authorities.</p> <p>Consider whether a designated point of contact is required to liaise with key partners, e.g. UPP, INTO, Students' Guild, SU, commercial tenants.</p>	<p>See Appendix B for Executive Divisional Director of External Engagement and Global's role and responsibilities.</p>	IRT Chair / Executive Divisional Director of External Engagement and Global
2.8	<p>Prepare an incident summary for staff, students and other stakeholders.</p>	<p>Do you want staff and students to remain onsite or go home / to halls? Return tomorrow or wait for further advice?</p>	Gold IRT / Executive Divisional Director of External Engagement and Global

**Activate Incident
Command Centre**

Task ID	Task	Guidance	Status (Assigned to, time)
2.9	Add message to web page.	This can be done remotely if the incident happens out of office hours.	Executive Divisional Director of External Engagement and Global
2.10	Begin internal notification of the incident.	<p>What about other University of Exeter locations, or staff and students who are off site?</p> <p>Remind staff not to speculate or speak to the press. All enquiries should be referred to the Press Office.</p> <p>Ensure frontline staff have sight of bespoke communications sent to students.</p>	Executive Divisional Director of External Engagement and Global
2.11	Identify key suppliers and other stakeholders.	Tailor the message to the audience. See Appendix N for stakeholder prompts.	Executive Divisional Director of External Engagement and Global
2.12	<p>Establish media centre, if necessary</p> <p>Streatham Campus</p> <ol style="list-style-type: none"> 1. Newman – any lecture theatre 2. Sports Park – main sports hall 3. Northcote House – John Usher and Ted Wragg room (suitable for small-scale media attendance only) 4. Northcote House – Council Chamber <p>St Lukes Campus</p> <p>North Cloisters Lecture Theatre</p>	<p>If the Emergency Services are present, consult with the Police Media Liaison Officer.</p> <p>If the Northcote House Committee Rooms are used for the media centre, ensure swipe card access is in place for access to the Executive Suite, and that staff are assigned to prevent the media accessing other parts of Northcote House.</p>	<p>Executive Divisional Director of External Engagement and Global</p> <p>Director of Commercial, Residential and Campus Services (security within Northcote House)</p>

3. Impact & Damage Assessment

			Impact & Damage Assessment
Task ID	Task	Guidance	Status (Assigned to, time)
PURPOSE The situation may change rapidly and therefore needs to be monitored closely. A clear view of the extent and nature of the damage / harm will enable the Gold IRT to assess the initial impact on the University and determine the likely duration, thereby justifying the invocation of any business continuity plans, recovery strategies or third party contracts.			
3.1	Liaise with the University Incident Manager to find out whether staff/students/visitors/contractors have been injured or taken to hospital. Are all persons accounted for?	Assign Gold IRT member to oversee welfare issues - Executive Divisional Director of Human Resources or Director of Health, Wellbeing and Sport. See Appendix O 3 for casualty form.	Nominated Gold IRT Member
3.2	The Damage Assessment Form can be used to capture high level details and areas which have been impacted, in particular, those that support time critical functions.	See Appendix O 4 Instruct specific operational areas and respective BC Plan owners – see Appendix M .	Nominated Gold IRT Member
3.3	If a building has been badly damaged, consider 24hr security to protect the integrity of the remaining contents from abuse.	May require additional cover through a private security company.	Director of Commercial, Residential and Campus Services
3.4	Based on the information available, establish an idea of how long the incident is likely to continue. Estimate the total length of the disruption.	An estimate of the outage will be required to assess the impact on the Recovery Time Objectives (RTOs) specified by the University. If a building has been fire damaged, the police may consider it a crime scene, or it may be unsafe. This could prevent entry by staff for a considerable period.	Gold IRT
3.5	Look ahead and consider how the situation might develop.	Act early to get ahead of the incident and to start planning the recovery.	Gold IRT

			Impact & Damage Assessment
Task ID	Task	Guidance	Status (Assigned to, time)
3.6	Consider again which stakeholders are affected directly and indirectly. What support or information do they need?	See Appendix N Staff who have been sent home may feel demoralised and in need of reassurance. Be realistic about the recovery and manage expectations.	Gold IRT

4. Determine Recovery Priorities & Strategy

			Determine Recovery Priorities & Strategy
Task ID	Task	Guidance	Status (Assigned to, time)
4.1	The Gold IRT must determine which support and time critical activities have been affected in order to assess the recovery requirements.	See Appendix D	Gold IRT Chair & Team
4.2	Once the recovery priorities have been established the Gold IRT must initiate a suitable continuity strategy.	<p>Solutions include:</p> <p>Work Area Recovery, IT Disaster Recovery, Business Continuity Plans, scenario specific response plans.</p> <p>Consider engaging Professional Services teams at an early stage, to support the response and recovery, e.g. Procurement can liaise with suppliers to reserve hotel rooms, Finance can arrange the transfer of funds to student accounts, etc.</p> <p>(See Appendices L & M)</p> <p>See Payments for emergencies and unplanned incidents</p>	Gold IRT Chair & Team
4.3	Agree a reporting time with those parts of the University that are implementing recovery strategies or procedures, including the Silver Incident Response team, if invoked.	Reporting should be in line with the immediacy of the recovery timeframe, as indicated in any business continuity plans.	Each Gold IRT member for their area of responsibility
4.4	Financial Support <ul style="list-style-type: none"> Establish a budget code for incident related expenses Set up methods to provide any financial aid required Set up financial forecasting for the recovery 	<p>Staff without cash/cars etc, to travel home following evacuation.</p> <p>Possible essential University repairs.</p> <p>Purchase of essential equipment.</p> <p>Other purchases outside of the normal procurement process.</p> <p>See Appendix O 6</p>	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services

**Determine
Recovery Priorities
& Strategy**

Task ID	Task	Guidance	Status (Assigned to, time)
4.5	Legal / Regulatory / Insurance Consider the legal/regulatory and insurance implications of any decisions proposed. Seek advice accordingly.	Public notice regarding death or injury to employees/non-employee e.g. Health & Safety Executive, RIDDOR. DfE/OfS, etc Notify Loss Adjuster via Insurance, Audit & Risk Team (see Appendix J).	Divisional Director of University Corporate Services / Assistant Director Compliance and Risk (liaise with Health & Safety, Legal Services and Insurance, Audit & Risk Team).

5. Coordinate Recovery Procedures & Business Continuity Plans

This plan contains checklists and appendices for guidance, and factual information that may be required by the Gold IRT to respond to an incident.

Whilst the Gold IRT will not necessarily be involved in the operational duties of the response or recovery, it should track the progress being made with the recovery procedures that are being implemented across the University.

			Coordinate Recovery Procedures & Business Continuity Plans
Task ID	Task	Guidance	Status (Assigned to, time)
5.1	Start to formally manage the coordination of any recovery procedures and business continuity plans that have been invoked. Ensure Departments and Services meet any objectives which have been set, such as their recovery timeframes e.g. 1 day, etc.	<p>Business continuity plans and key contacts are shown in Appendix M.</p> <p>During the first few days, there will be an emphasis on ensuring safety and wellbeing, retrieving essential assets, consolidating time critical activities, and agreeing the longer-term strategy for provision of core activities.</p> <p>As the recovery progresses, revisit the prioritisation in light of changing circumstances and adjust as necessary.</p>	Gold IRT Chair and team members for their areas of responsibility
5.2	<p>If the University is receiving a high volume of telephone enquiries, consider:</p> <ul style="list-style-type: none"> increasing the number of staff on the University's main switchboard invoking the University's Incident Line arrangements 	<p>The University has reserved telephone number 01392 72 5000 and non-geographic number 0300 555 0225 for Incident Line purposes. Also 10 volunteer extensions available 2180-2190</p> <p>See Appendix L</p>	Gold IRT Chair / Executive Divisional Director of External Engagement and Global / Director of Teaching Excellence and Student Experience

			Coordinate Recovery Procedures & Business Continuity Plans
Task ID	Task	Guidance	Status (Assigned to, time)
5.3	Liaise, via the Insurance, Audit & Risk Team, with the University's Insurers, and their Loss Adjuster, regarding the potential claim and evidence required.	<p>Contact with the Insurers and Loss Adjuster should be made via the Insurance, Audit & Risk Team whenever possible.</p> <p>Make use of the Loss Adjuster's major incident experience to establish a recovery timeline.</p> <p>Consider a flat rate payment for lost personal possessions (unlikely to be insured by the University). This could help retain goodwill and relieve the administrative burden of numerous personal claims/enquiries.</p>	Divisional Director of University Corporate Services / Assistant Director Compliance and Risk
5.4	<p>Consider whether:</p> <ul style="list-style-type: none"> additional wellbeing support is needed the impact on staff morale requires mitigation there is a need to assign colleagues from other teams across the University to support the recovery the response can be 'humanised', e.g. through staffed information points / meetings with key stakeholders 		<p>Chair</p> <p>Executive Divisional Director of Human Resources</p> <p>Executive Divisional Director of External Engagement and Global / Director of Health, Welfare and Sport</p>
5.5	Use the Gold IRT action lists to consider whether any further measures need to be taken.	<p>See Appendix H for actions listed by time band.</p> <p>See Appendix I for actions listed by area of responsibility.</p>	All Gold IRT members for their areas of responsibility.

			Coordinate Recovery Procedures & Business Continuity Plans
Task ID	Task	Guidance	Status (Assigned to, time)
5.6	Remain alert to ways in which the situation might deteriorate. Plan or implement pre-emptive action.		All Gold IRT members

6.Ongoing Activities

			Ongoing activities
Task ID	Task	Guidance	Status (Assigned to, time)
6.1	Ensure regular meetings of the Gold IRT continue until the University reaches a satisfactory level of operations.	The frequency of meetings can be reduced as the situation is brought under control and normal operations are restored.	Gold IRT Chair
6.2	Request regular updates on recovery progress from business continuity plan owners.	Recommend daily at first.	All Gold IRT members for their areas of responsibility.
6.3	Are the recovery teams meeting their recovery timeframes?	Review the recovery priorities. Is it necessary to reassign colleagues from other teams across the University to support the recovery teams?	All Gold IRT members for their areas of responsibility.
6.4	Adapt the recovery strategy or procedures where necessary.	Who / what is causing a delay? How can this be resolved? Are adaptations required to the strategies and procedures, to suit changing circumstances? Is additional face-to-face interaction with stakeholders needed to 'humanise' the response?	All Gold IRT members for their areas of responsibility.
6.5	Are recovery areas receiving the appropriate level of resources and emergency funding?	Approve expenditure Ensure a means of payment is available.	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services
6.6	Consider whether protected characteristics or personal circumstances could result in some people experiencing heightened vulnerability during a disruption. Consider whether special measures are required.	Guidance can be obtained from Human Resources, Equality, Diversity and Inclusion.	Executive Divisional Director of Human Resources

			Ongoing activities
Task ID	Task	Guidance	Status (Assigned to, time)
6.7	Schedule regular meetings and briefings for staff, students, press and stakeholders to communicate updates. Seek out and allay any false fears or rumours, e.g. job losses arising from the incident.	Consider updates to web pages and the University's social media accounts, digital signage, briefings to stakeholders and the media, and messages on the phone system.	Executive Divisional Director of External Engagement and Global
6.8	Review the relevant logs for actions or follow up.	Incident log Call management log Response tracking table Minutes of Gold IRT meetings	Team Secretary
6.9	Continue use of the Gold IRT action lists to consider whether any further measures need to be taken.	See Appendix H for actions listed by time band See Appendix I for actions listed by area of responsibility.	All Gold IRT members for their areas of responsibility.
6.10	Consider the welfare of team members and whether tasks can be delegated. It is good practice for Gold IRT members to rotate response duties with their deputy.	Careful management is required, to avoid members working long hours under severe stress, and for prolonged periods.	Chair
6.11	Establish metrics to monitor the impact of the incident and success of the recovery over time.	Metrics will help indicate where further remedial action is required.	Chair
6.12	Consider allowing / encouraging staff to set up private social media groups to provide mutual support.	Other organisations have found this approach to be beneficial.	Executive Divisional Director of Human Resources and Executive Divisional Director of External Engagement and Global

			Ongoing activities
Task ID	Task	Guidance	Status (Assigned to, time)
6.13	Consider whether the incident / disruption has given rise to any opportunities that could be advantageous to the University.	<p>For example:</p> <ul style="list-style-type: none"> A well-managed recovery could provide an opportunity for favourable publicity. The incident may provide an opportunity to make advantageous changes. The 'new normal' may be better than the pre-incident 'normal'. 	All Gold IRT members for their areas of responsibility.
6.14	<p>Establish project management / recovery team(s) to oversee longer-term reinstatement of facilities and activities.</p> <p>Consider maintaining the Gold response until the project management / recovery team(s) are well established.</p>	It may be necessary to make temporary arrangements until permanent facilities can be reinstated.	Gold IRT members
6.15	Consider whether temporary line management arrangements should be put in place where the usual managers are drawn heavily into recovery activities.		All Gold IRT members for their areas of responsibility.
6.16	Consider whether actions are required to help manage the 'new normal' state.	For example, measures to ease the integration of new members of staff where teams have bonded through a common traumatic experience.	Gold IRT delegated member
6.17	Ensure 'closure' of the incident, to help the University community move forward.		Chair
6.18	Formally stand down the Gold IRT when the incident no longer requires this type of strategic management.		Chair

7. Debrief – Incident Review

Both during and after an incident, the University could be faced with external enquiries and investigations. It is therefore important that all data is saved and records kept.

It is nominally the responsibility of the Gold IRT Chair to maintain records and data on the incident and the recovery process. The Gold IRT Chair is responsible for the overall coordination and communication with key external organisations throughout the recovery operation. These could include the emergency services, the Health and Safety Executive, the Environment Agency, HM Coroner, the insurance company, the Department for Education, etc.

The main reasons for conducting a debrief are as follows:

			Schedule / Conduct Debrief
Task ID	Task	Guidance	Status (Assigned to, time)
7.1	To determine the exact nature and cause of the incident, including situations where the Gold IRT was not convened.		Gold IRT delegated member in collaboration with operational managers. If Gold IRT did not convene, this can be delegated to a non Gold IRT member of staff.
7.2	To put in place measures which prevent, reduce or avoid the same situation in the future.	Feedback into operational and strategic risk registers to demonstrate action has been taken.	Gold IRT delegated member
7.3	To capture and share lessons learned (including what worked well), and revise any emergency response procedures, continuity strategies, or plans in the light of experience.	The purpose is to strengthen the University's capacity to respond to future incidents. The HEI community and other interested parties may also benefit if the University is able and willing to share its experiences.	Gold IRT delegated member
7.4	To supply additional information in the event of an incident giving rise to an insurance claim or complaint / litigation from a 3rd party.	This could have direct and material effect on any claim / action by a 3rd party.	Gold IRT delegated member in collaboration with Legal Services and Insurance, Audit & Risk Team.
7.5	To consider whether staff should receive additional recognition for	See Payments for emergencies/unplanned incidents	SVP and Registrar & Secretary and Executive

			Schedule / Conduct Debrief
Task ID	Task	Guidance	Status (Assigned to, time)
	their actions, e.g. Above and Beyond rewards.		Divisional Director of Human Resources

Plan Administration

DATA & INTELLECTUAL PROPERTY STATEMENT

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CHANGE MANAGEMENT

Version/ Revision	Release Date	Originator	Reason(s) for Change
V1.0	December 2009	Sue Dummett	Update to original 2006 version
Yellow pages	January 2011	Sue Dummett	Update to reflect organisational change and provide additional checklists
V2.draft	July 2011	Sue Dummett	Review. New format adopted.
V2.0	August 2011	Sue Dummett	Update to reflect organisational change.
V3.0	August 2012	Sue Dummett	Annual review. Minor updates.
V4.0	August 2013	Sue Dummett	Annual review. Minor updates.
V5.0	August 2014	Sue Dummett	Annual review. Minor updates and inclusion of Appendix M 8 - Response Tracking Table.
V6.0	September 2015	Sue Dummett	Annual review. Updates to reflect organisational change.
V6.1	January 2016	Sue Dummett	Interim review. Updates to reflect organisational change, insurance changes and learning points from Vale of White Horse District Council's catastrophic fire.
V7.0	August 2016	Sue Dummett	Updates to reflect organisational change. Appendix A - Addition of Exeter IT and Communications out of hours contacts.
V7.1	November 2016	Sue Dummett	Updates following IRT (Gold) exercise including addition of prompts to Appendix F - Agenda.
V8.0	August 2017	Sue Dummett	Updates to reflect organisational change. Addition of Appendix M9 - Information Picture Slides.
V9.0	August 2018	Sue Dummett	Updates to reflect organisational change.

Version/ Revision	Release Date	Originator	Reason(s) for Change
V10.0	August 2019	Sue Dummett	<p>Section 1 – Incident Response and Gold, Silver or Bronze declared:</p> <ul style="list-style-type: none"> • changes to the deputy chair arrangements • additional requirement to include a representative from Equality, Diversity & Inclusion in any Gold team responding to incidents involving high profile, contentious speakers • addition of the SBAR communication tool. <p>Section 2 – addition of:</p> <ul style="list-style-type: none"> • Microsoft Teams as a communication channel • a protocol for the use of WhatsApp <p>Appendix A – IRT (Gold) Membership and Contact Details: Equality, Diversity & Inclusion Managers added as Advisers.</p> <p>Inclusion of Appendix F- Value based decision model.</p> <p>Updates to reflect organisational change.</p>
V11.0	September 2021	Sue Dummett	<p>Updates to reflect organisational change.</p> <p>Incorporation of learning from the WW2 bomb incident including the option to form a Gold Support Group.</p>
V12.0	September 2022	Sue Dummett	<p>Updates to reflect organisational change.</p> <p>Amendments to the Gold, Silver, Bronze guidance table (Task ID 1.1)</p> <p>Option for a virtual command centre added (Task ID 1.5)</p> <p>Renaming of Gold Support Group to Incident Support Group</p> <p>Addition of Appendix K – Incident Support Group, ToR extracts</p>
V13.0	14/09/2023	Sue Dummett	<p>Updated to reflect organisational change.</p> <p>Task 1.7: addition of academic advisory group</p>

Version/ Revision	Release Date	Originator	Reason(s) for Change
			<p>Appendix A: UoE direct dial telephone numbers removed – MS Teams calls now used in preference due to hybrid working.</p> <p>Appendix D: addition of wellbeing support as a priority activity.</p> <p>Appendix M: addition of Penryn campus incident response – overview of UoE interaction.</p>
V14.0	13/09/2024	Sue Dummett	<p>Updated to reflect organisational change.</p> <p>Gold, Silver, Bronze guidance table, (Task ID 1.1): Short term impact on teaching or research added as a threshold for invoking the Gold team.</p> <p>Addition of Technical Strategy and Operations representation within the Gold team.</p> <p>Appendix B – addition of Assistant Director, Compliance and Risk.</p>
V15.0	27/08/25	Angela Lingham	To reflect Imelda Rogers taking ownership of the plan, contact details checked and updated for UoE and stakeholders

Plan Owner	Imelda Rogers – Deputy Registrar and Executive Divisional Director of Human Resources, Culture and Assurance	Next Review Date	November 2025 post Gold exercise
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DISTRIBUTION LIST

Recipient	Format
Gold IRT members, advisers and deputies (as listed in Appendix A)	Email. Printed copies on request.
Incident Support Group	SharePoint
SVP & Provost – Professor Dan Charman	Email
Battle Bag	Printed copies: <ul style="list-style-type: none"> • Northcote House, Estate Patrol Office • Lafrowda House, Insurance, Audit & Risk Office, G9 • St Luke's Campus, Porters' Room, South Cloisters G47
'x' version – sensitive information removed	
FX Plus, Executive Director – Stuart Gaslonde	Email
FX Plus, Senior Head of Corporate Support and Compliance – Kerry Ray	Email

Appendix A - Gold IRT Membership and Contact Details

Note: M = Member, D = Deputy, A = Adviser

Home contact details of key University staff are held by Estate Patrol (01392 72 3999). Also, the University Emergency Contact Card is collated by External Engagement and Global and the SharePoint link shared with appropriate colleagues.

	Gold IRT Members and Deputies		University mobile
	<u>Chair</u>		
M	SVP and Registrar & Secretary	Mike Shore-Nye	07823 537894
D	If the SVP and Registrar & Secretary is unavailable, the Deputy Registrar and Executive Divisional Director of Education and Academic Services should take the Chair. If neither the Registrar nor the Deputy Registrar is available an Executive Divisional Director Gold team member should take the Chair.		
	<u>VP and Deputy Vice-Chancellor</u>		
M	VP and Deputy Vice-Chancellor (Education and Student Experience)	Professor Tim Quine	07771 378172
D	VP and Deputy Vice-Chancellor (Research and impact)	Professor Krasimira Tsaneva-Atanasova	07747 844620
	<u>Education and Academic Services</u>		
	Faculty Operations		
M	Deputy Registrar and Executive Divisional Director of Education and Academic Services	Clare Wydell	07810 850094
D	Director of Faculty Operations of affected Faculty(ies):		

	Gold IRT Members and Deputies		University mobile
D	DFO Faculty of Health and Life Sciences	Dr Tom Begbie	07779 606191 (personal mobile)
D	DFO Faculty of Environment, Science and Economy	James Hutchinson	07925 630433 (personal mobile)
D	DFO Faculty of Humanities, Arts and Social Sciences	Cathy Durston	07734 499399
D	Business Manager to the DVC Cornwall		
	<u>Education and Academic Services</u>		
	Education and Student Support		
M	Director of Teaching Excellence and Student Experience	Roscoe Hastings	07469 377888
D	Head of Education Support	Elaine Cordy	07866 139672
D	University Librarian	James Anthony-Edwards	07772 618256 (personal mobile)
	<u>External Engagement and Global</u>		
M	Executive Divisional Director of External Engagement and Global	Alicia O'Grady	07789 549678
D	Assistant Director - Communications	Rob Mitchell	07824 545577
D	Head of Press and Public Affairs	Garth Davies	07584 265572

	Gold IRT Members and Deputies		University mobile
	<u>Finance, Infrastructure and Commercial Services</u>		
	Finance		
M	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services	Dave Stacey	07785 591757
D	Director of Finance	Joe Wall	07971 390497 (personal mobile)
D	Assistant Director of Finance PS Connect	Sarah Ascott	07962 184840 (personal mobile)
	Finance Services – IT Finance systems	Adrian Sutton	
	<u>Commercial, Residential and Campus Services</u>		
M	Director of Commercial, Residential and Campus Services	Peter Scargill	07554 407717
D	Deputy Director, Commercial, Residential and Campus Services	Sarah Snow	07747 476119
	<u>Estate Services</u>		
M	Director of Estate Services	James Hutchinson	07768 776034
D	Assistant Director of Engineering and Direct Works	Alan Orgee	
D	Assistant Director, Built Environment	Ian Millar	07854 884116
	<u>University Corporate Services</u>		

	Gold IRT Members and Deputies	University mobile
M	Director Policy and Reward Andrew Johnson	
M	Assistant Director, Compliance and Risk Kate Lindsell	07886 906366 (personal number)
D	General Counsel and Director of Legal and Student Cases Chrysten Cole	07912 891829
	<u>Information Technology</u> IT Services	
M	Divisional Director of Information Technology Nathan Burden	07841 459893
D	Head of Architecture and Solutions Delivery Michael Westwood	07866 138485
D	Assistant Director, Service Management Richard Uren	07490 901161 (personal number)
	<u>Human Resources, Culture and Assurance</u>	
M	Executive Divisional Director of Human Resources Imelda Rogers	07771 387378
D	Assistant Director (HR Policy and Reward) Andrew Johnson	07827 246219
	<u>Research Services</u> Technical Strategy and Operations	
M	Director of Technical Strategy and Operations Dr Charlotte Murphy	07884 547077
D	Technical Strategy & Operations Partner (HLS St Luke's and Hospital Sites) Dr Charlotte Cook	07876 863167

	Gold IRT Members and Deputies		University mobile
	<u>Team Secretary (Executive Suite)</u>		
M	Business Manager to the SVP and Registrar & Secretary	Sophie Hawkes	07730 584622 (personal number)
D	Business Manager to the VP and Deputy Vice-Chancellor (Research and impact)	Charlie Lane	07909 914593 (personal number)

	Gold IRT Advisers		University mobile
	Health & Safety		
A	Head of Health & Safety	Mike Wetherell	
D	Health & Safety Adviser	TBA	
	Exeter Innovation		
A	Director of Exeter Innovation	Chris Evans	07900 362431
D	Assistant Director, Enterprise and Innovation Programmes	Dr Neil Hayes	
D	Assistant Director, Sector Development and Corporate Partners	Brigid Howarth	
	Cornwall		

	Gold IRT Advisers	University mobile
A	VP and Deputy Vice-Chancellor Cornwall Professor Martin Siegert	
	Security	
A	Head of Security, Parking and Transport Operations Dan Nicoll	07824 518672
D	Security Operations Manager (duty rota)	
	Legal	
A	General Counsel and Director of Legal and Student Cases Chrysten Cole	07912 891829
	Insurance, Audit and Risk	
A	Insurance, Audit & Risk Manager Tracey Allen	
D	Senior Risk and Compliance Officer Tracey Allen	
	Equality, Diversity & Inclusion	
A	Assistant Director, Culture and Inclusion Shraddha Chaudhary	
D	Any EDI Manager / Advisor	

	IT Services and Communications Teams	Out of hours telephone number
	IT Services Duty Incident Manager	01392 72 6990
	Social Media Team	No longer out of hours

	IT Services and Communications Teams	Out of hours telephone number
	Press Team (Email pressoffice@exeter.ac.uk Mobile 0782 730 9332)	0782 730 9332

Appendix B – Gold IRT Roles and Responsibilities

The Gold IRT is the group of key senior managers that provides strategic leadership during the University's response to a situation which could severely impact the University's operations.

The following table provides guidance for key areas of responsibility. However, as the nature of any incident is unpredictable, it is for the Gold IRT Chair and the team members to organise themselves in an optimal manner, calling on any additional resources they require. A brief outline of potential activities is included as guidance for anyone in that role.

Gold IRT invocation should occur in accordance with [Section 1](#) of this plan, 'Incident Reported & Gold, Silver or Bronze Declared'.

Role	Responsibilities
Gold Incident Response Team Chair	<p>From the initial incident notification, the Gold IRT Chair has overall responsibility for declaring formation of the Gold IRT and for leading the strategic response. As soon as possible the Chair will be based at the Incident Command Centre, if a physical location is chosen. Specific responsibilities include:</p> <ol style="list-style-type: none"> 1. Upon receipt of the incident notification, accepting the mantle of Gold IRT Chair, leading the team through the 'Incident Road Map', and reviewing the data. 2. Dependent upon the type of incident, selecting the Incident Command Centre and assembling the appropriate Incident Response Team. 3. Leading the Gold Incident Response Team in the protection of safety, welfare, environment, reputation, property and other assets, and continuance of services in the optimal manner. <p>General</p> <ol style="list-style-type: none"> 4. If some IRT Members / Deputies are not available, make sure their tasks are allocated to others. 5. Consider the welfare of the IRT members; the team may be working very long hours under severe stress, and for a prolonged period. Prompt handovers to deputies at appropriate intervals or establish rotas, including for the Chair. 6. When the situation is brought under control, consider handover procedures and delegation of tasks to other response, recovery or project groups.

Role	Responsibilities
VP and Deputy Vice-Chancellor (Education and Student Experience)	<p>To liaise with Faculties about the recovery of their activities</p> <ol style="list-style-type: none"> 1. Ascertain the likely impact and duration of the incident on the Faculties, with the Deputy Registrar and Executive Divisional Director of Education and Academic Services. 2. Work in conjunction with Faculties to prioritise the restoration of teaching and research activities. 3. Work in conjunction with Faculties to minimise the impact of the incident on students and Faculty staff. 4. Provide advice/approval for student communications, working with the Executive Divisional Director of External Engagement and Global
Deputy Registrar and Executive Divisional Director of Education and Academic Services	<p>To liaise with the Directors of Faculty Operations and the Business Manager to the DVC Cornwall:</p> <ol style="list-style-type: none"> 1. Ascertain the likely impact and duration of the incident on the Faculty(ies), with the VP and Deputy Vice-Chancellor (Education and Student Experience). 2. Advise on the prioritisation and restoration of teaching and research activities. 3. Work in conjunction with Faculties and Technical Services to minimise the impact of the incident on students and Faculty staff.
<p>Executive Divisional Director of Human Resources (staff welfare)</p> <p>Director of Health, Wellbeing and Sport (student welfare)</p>	<p>To support the safety and wellbeing of all University of Exeter staff, students and visitors</p> <ol style="list-style-type: none"> 1. Track any harm to University staff and students. Contact with next of kin / emergency contact if appropriate. 2. Liaise with Commercial, Residential and Campus Services to make provision for basic welfare, such as food and shelter. 3. Additional welfare needs such as travel arrangements and childcare provision. 4. Provision and care needs should also be extended to any visiting or external staff/students. 5. Provide advice regarding equality, diversity, inclusion and wellbeing matters. Note: an Equality, Diversity and Inclusion Manager may be required as an adviser to the Gold team and must be included for incidents involving high profile, contentious speakers. 6. Assist with the provision of key information and data as required by the rest of the team; record and capture events for future analysis. 7. Provision of trauma counselling where required.

Role	Responsibilities
Executive Divisional Director of External Engagement and Global	<p>To liaise with University staff and students and the outside world including the wider stakeholder base and the media, making sure everyone is kept fully informed and briefed on any actions they need to take.</p> <ol style="list-style-type: none"> 1. Consider delegation of routine work to other members of staff. 2. Liaise with the Executive Divisional Director of Human Resources and the Director of Education Services & Student Experience regarding matters affecting staff and students. 3. Liaise with the emergency services' Press Officers. 4. Communication <ul style="list-style-type: none"> • Set up a system for summarising all the information relating to the interruption for distribution to University of Exeter staff, students, stakeholders and the media as required. • Respond quickly, openly and honestly to media enquiries. • Be prepared to take positive steps to correct any misinformation or rumours that may exist. • Nominate a media briefing room if necessary. • Produce and publish a timetable for holding press conferences if necessary. • Carry out regular briefings to staff and students using media and tools available. • Communication methods may include information on the University website, all staff and all student emails, text alerts, University social media accounts, press releases, and Student Information Desk telephone comfort messages and scripts. 5. Brief senior staff in preparation for interviews. 6. Reassure stakeholders that their expectations will be met despite the circumstances. Otherwise, include a statement about alternative arrangements that are being put in place to deal with this issue. 7. State of Preparedness. The University has a well tried and tested set of Business Continuity Plans in place. 8. The way in which the University has invested in practice and planning ensures that it is capable of an effective recovery. 9. Support Services available, on standby or in action. 10. Support the incident line (if invoked) by providing scripts and FAQs.

Role	Responsibilities
Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services	<p>To safeguard the financial security and stability of the University</p> <ol style="list-style-type: none"> 1. Ensure the payroll is processed on time (in collaboration with the Executive Divisional Director of Human Resources). 2. Ensure other critical financial processes, such as invoicing, payments, banking and reporting are maintained to minimise financial impact. 3. Make adequate provision for emergency funding if required, e.g. for repair works, essential equipment, staff (surge capacity, travel, food etc), and student welfare. 4. Conduct a post incident financial review (as part of the debrief). 5. Liaise with the Insurance, Audit & Risk Team, and Loss Adjuster, regarding the financial aspects of insurance claims arising from the incident.
Director of Commercial, Residential & Campus Services	<p>To maintain support services</p> <ol style="list-style-type: none"> 1. The provision of catering and other services essential to physical wellbeing. 2. The provision of security services. 3. Assistance with clean up and reinstatement operations.
Director of Estate Services	<p>To assist with the emergency response</p> <ol style="list-style-type: none"> 1. Attendance at the emergency services' Tactical Coordination Centre at Middlemoor Police HQ or virtually, if required. <p>To maintain the built estate</p> <ol style="list-style-type: none"> 2. Conduct damage and salvage assessment. 3. Make arrangements with Direct Works and Engineering or sub-contractors for work that is required. 4. Liaison with landlords, tenants and the Loss Adjuster (through Legal Services and Insurance, Audit & Risk Team). 5. Finding and securing new locations. 6. Overseeing Project Management Team if major reconstruction is required.

Role	Responsibilities
Divisional Director of Information Technology (IT & telephony)	<p>To ensure the IT systems, applications, data and communications infrastructure is recovered in a timely manner in accordance with the business recovery profile</p> <ol style="list-style-type: none"> 1. Invoke and manage Disaster Recovery procedures. 2. Liaise with the technology response and recovery teams. 3. Provide resources or contacts for the extra equipment or engineers needed. 4. Liaise with other technology functions to identify any cross-organisation support / solutions that can be applied. <p>Work Area Recovery</p> <ol style="list-style-type: none"> 5. Liaise with the members of the IRT representing HR and Estate Services. 6. Understand the business requirements for recovery. 7. Liaise with the relevant teams and third party suppliers to provide the equipment, software and installation services to support the recovery.

Role	Responsibilities
Divisional Director of University Corporate Services	<p>To assist with the emergency response</p> <ol style="list-style-type: none"> 1. Insurance, Audit and Risk Team to open the University's silver meeting room, if required. <p>To ensure that the University operates within legal and regulatory parameters</p> <ol style="list-style-type: none"> 2. Oversight of health and safety. 3. Consider whether the University is required to notify official bodies. 4. Consider the wider implications of corporate governance. Has the University been seen to do enough for its stakeholders? Can it be seen to have acted in good faith? <p>To liaise with Insurers and Loss Adjusters, and provide an overview of the University's business continuity plans</p> <ol style="list-style-type: none"> 5. Inform the Insurers and establish contact with the Loss Adjusters. 6. Arrange and coordinate the visits to the site. 7. Submission of the insurance claim, including collation of all costs incurred as a result of the incident. 8. Provide an overview of the University's contingency plans. <p>To liaise with PS Connect service commissioners</p> <ol style="list-style-type: none"> 9. Liaise with PS Connect service commissioners to support the recovery of time critical activities delivered by PS Connect.

Role	Responsibilities
Assistant Director, Compliance and Risk	<p>To support the Divisional Director UCS in ensuring that the University upholds its compliance standards, in particular:</p> <ol style="list-style-type: none"> 1. Risk assessments 2. Oversight of health and safety 3. Notification of breaches to official bodies, eg HSE / ICO 4. The wider implications of corporate governance - has the University been seen to do enough for its stakeholders? Can it be seen to have acted in good faith? 5. Informing the Insurers, establishing contact with the Loss Adjusters and arranging site visits 6. Submission of the insurance claim, including collation of all costs incurred as a result of the incident 7. Overview of the University's contingency plans
Director of Technical Strategy and Operations	<p>To ensure the health and safety of all persons at affected research and technical facilities, and any temporary / new technical spaces (including technical equipment that may be damaged)</p> <ol style="list-style-type: none"> 1. Interact as necessary with the University Incident Manager and the emergency services. 2. Arrange temporary safety measures for technical facilities, if required. <p>To ensure compliance with Home Office Licence or other compliance conditions</p> <ol style="list-style-type: none"> 3. Ensure essential infrastructure is in place to support compliance with Home Office Licence or other compliance/ legislative conditions. 4. Ensure potential/actual non-compliance is reported to the Home Office or other necessary authorities in a timely manner. <p>To liaise with the Faculties to determine recovery priorities</p> <ol style="list-style-type: none"> 5. Work with Researchers, Technical Teams and Faculties to determine the recovery priorities. 6. Oversee the salvage and recovery plan for research, technical spaces and services.

Role	Responsibilities
Team Secretary	<ol style="list-style-type: none"> 1. Provide administrative support to the Gold IRT. 2. Work in conjunction with the Chair to organise the Incident Command Centre and Gold IRT meetings. 3. Log and deal with team queries. 4. Keep accurate records of all team meetings, decisions and actions. 5. Track team actions. 6. Collate information in a repository that is available to IRT members. 7. Adhere to GDPR requirements
Head of Health & Safety (Adviser to IRT Gold)	<p>To ensure the health and safety of all persons at the affected location, and any temporary / new premises</p> <ol style="list-style-type: none"> 7. Interact as necessary with the University Incident Manager and the emergency services. 8. Provide health and safety advice in relation to the damaged location. 3. Arrange safety for temporary measures / new premises.
Head of Security, Parking and Transport Operations (Adviser to IRT Gold)	<p>To coordinate the immediate emergency response, where the emergency services are in attendance</p> <ol style="list-style-type: none"> 1. Act as University Incident Manager, commanding and controlling the University's resources at the scene. 2. Liaise with the emergency services at the scene. 3. Provide situation reports. <p>To maintain security when the emergency services have left</p> <ol style="list-style-type: none"> 4. Cordon control and ongoing security at the damaged location. 5. Security for any temporary / new premises (with Estate Services).

Appendix C – Incident Command Centre

An Incident Command Centre is a predetermined assembly point where the Incident Response Team can convene to coordinate and control the response to a disruptive incident.

The Incident Command Centre provides a dedicated facility from which the University's response can be managed, a single point of contact for information about the service interruption, and an area for the display of all information relating to the incident and the subsequent response. Access must be restricted to Gold IRT members and authorised personnel only.

Details of the Incident Command Centres are shown below:

Order	Location	Directions	Copier & PCs
1	MS Teams / SharePoint (virtual environment)	N/a	N/a
2	Executive Suite, Northcote House, Streatham	<p>On entering University Reception from the Northcote House car park, turn right and pass through the door at the end of the corridor. Turn right and pass through another door to enter Northcote House Foyer. Turn left to leave the Foyer, passing through the door and up the stairs to the first floor. Turn left and follow the corridor to enter the Executive Suite.</p> <p>Swipe card access is in place for staff entering Northcote House, and swipe card access to the Executive Suite may be restricted to specified colleagues.</p>	<p>Copier - Executive Suite room 100B.</p> <p>PCs - Executive Suite offices</p>

Order	Location	Directions	Copier & PCs
3	Xfi Conference Room 1 (& 2 if additional space is required), Streatham	<p>On entering the building via the Xfi entry point, turn right and follow the corridor down past the Global Lounge on your left. Conference Room 1 and 2 are along the corridor, on the right.</p> <p>This is a centrally booked room. Notify Timetabling & Room Bookings if used (roombookings@exeter.ac.uk, or tel: 01392 725211).</p>	<p>Copier – Available in Building: One Hub kitchen</p> <p>Docking stations/desk space – desks are available in the Global Lounge. Extra docking stations/hot desking space could be made available on 3rd Floor Building One, by contacting business-school-communication@exeter.ac.uk</p>
4	W K Norman Conference Room, Medical School Building, St Luke's	<p>If approaching from the car park:</p> <ul style="list-style-type: none"> • Walk through the building foyer and out the other side • Turn right and walk along under the covered walkway • Take the next entrance on the right (EMS link 1 external door, swipe card access*) • Walk across the lobby, the door opposite opens onto the stairwell • Go up the stairs and through the door at the top, facing the staff room • Turn right, through another door and the W K Norman Conference Room is first on the left. <p>Water is available immediately outside the Conference Room. Tea and coffee making facilities are available in the staff room.</p> <p>*To request swipe card access, contact the HLS Infrastructure team: HLSinrastructure@exeter.ac.uk</p>	<p>Copier/Printer – Located in area outside the W K Norman Conference Room.</p> <p>PC/land line phone – Available in the W K Norman Conference Room. Meeting table is equipped with multiple power sockets and USB ports and the room has VC facilities.</p>

Appendix D – Prioritised Activities

This plan, of necessity, focuses on core University activities such as the provision of teaching programmes, health and safety, welfare of students and staff, the continuation of research activity, IT services and financial services. Other functions will be dealt with by silver and bronze response teams, based on their priority at the time of the incident.

Time Critical Activity	Recovery Time Objective	Guidance
Student accommodation	Immediate	<p>Loss of access to halls of residence requires immediate action. It may be necessary to provide students with emergency funds and clothing, as well as shelter and food. If a hall of residence is closed, the Accommodation Office and Residential Services will strive to provide alternative accommodation. If it is not possible to quickly provide all displaced students with alternative accommodation, priority should be given to students who are unable to stay with friends or to return home.</p> <p>Where the imposition of an exclusion zone (e.g. due to a bomb threat), necessitates the evacuation of students from private accommodation, the local authority is responsible for emergency shelter and accommodation arrangements. However, the University should consider whether it wishes to assist the local authority with this duty, i.e. the University may wish to ensure equal provision for all displaced students, regardless of whether they are living in University or private accommodation.</p> <p>Depending on the premises affected, it may be necessary to liaise with third party providers (e.g. PBSAs) to find out what actions they are considering.</p>
Wellbeing support	24 hours	<p>The University has a range of internal and external services to support the mental health of staff and students.</p> <p>Wherever possible, Welfare and Wellbeing Services will continue to deliver support for students, especially those most at risk. In the event of major service disruption, the Service will prioritise the provision of duty appointments and one-off crisis management support sessions. It may be necessary to reduce in-person appointments and increase online provision (which may be more accessible both in terms of staff delivery and student access). Non-urgent student and staff cases can be signposted to other sources of help, eg SilverCloud/Togetherall/Employee Assistance Programme and self-help links on the colleague wellbeing webpages.</p>

Time Critical Activity	Recovery Time Objective	Guidance
		A disruptive incident may have psychological impacts on people. Incident communications should signpost students and staff to sources of help.
Examinations and Assessments	24 hours	Examinations are strictly programmed and need to take place on the due date. The University will take all action necessary within its power to continue examinations. Where it proves impossible to run examinations, alternative arrangements will be made, for example, running the examinations at a later date or setting alternative forms of assessment.
Student Recruitment	24 hours	It may be necessary to offer virtual open days.
Registration / Enrolment	24 hours	It may be necessary to offer manual registration, then input the data when systems are restored.
Graduation	24 hours	If it is impossible to continue with the programme, the ceremonies will be rescheduled for a later date.
IT Services including voice communications	24 hours	Recovery will be managed by IT Services in accordance with their plans.
Teaching programme	2 weeks	Programmes should be rescheduled or moved to a virtual environment as an interim measure. Some restructuring of programmes may be necessary, e.g. loss of practical facilities may necessitate a greater emphasis on theory pending restoration of essential equipment. The target time for restoring all programmes is 2 weeks. Delays in programme provision may impact on student contracts. In worst case scenarios, where it is unlikely that students can continue their studies/research in the short term, they may wish to return to their home address. Where this is inappropriate, e.g. for overseas students, accommodation will be provided as far as is practicable.

Time Critical Activity	Recovery Time Objective	Guidance
Research	2 weeks	<p>The immediate focus will be on recovery of essential research facilities which have compliance related factors such as Home Office compliance (e.g. BSU type facilities). Once these are recovered those facilities which affect stocks of expensive and valuable resources (e.g. rare, valuable stocks kept in freezers). Then the focus will be on the provision of student programmes and essential research activity and equipment. Other aspects such as key submissions, (e.g. REF and Researchfish), should also be prioritised.</p>
Provision of administrative facilities	2 weeks	<p>It may be necessary to form a silver level team to prioritise the restoration of administrative activities.</p> <p>Administration of the payroll is vital, and, if necessary, the payroll should be based on historic data and run on the date due.</p> <p>Statutory returns to the OfS are also vital, including:</p> <ul style="list-style-type: none"> • Higher Education Student Early Statistics (preparations begin in September for the early December submission deadline, followed by a period for queries on the submission leading up to sign off typically with an end of January deadline) • Higher Education Statistics Agency return (25 October 2024 final submission date, 1 November 2024 final sign off date)

Appendix E – Battle Bag Inventory

Battle bags are stored at the following locations:

- 1) Northcote House, Estate Patrol Office
- 2) Lafrowda House, Insurance, Audit & Risk Office, G9
- 3) St Luke's, South Cloisters, Porters' Room, G47

Box Colour	Item	Quantity
RED	Business Continuity Plan (Gold)	1
	Emergency Response to a Major Incident Plan	1
	Site Plan Streatham Campus	1
	Site Plan St Luke's Campus	1
	Site Plan Science Park	1
	Site Plan Penryn Campus	1
	Site Plan Old Library Blast Zone (Estate Patrol bag only)	1
	West Country Map	1
	Exeter Street Map	1

Box Colour	Item	Quantity
BLACK	Mechanical pencils	7
	Biros	1 box
	Dry wipe marker pens	1 box
	Calculator	1
	Stapler	1
	Staples	1 Packet
	Paper clips	1 box
	Drawing pins	1 box
	Sellotape	1
	Blu tack	1 packet
	Ruler	1
	Post its	1 Packet
	Scissors	1
	Flip chart Marker Pens	1 box
	Dry Wipe Eraser	1
	Permanent markers	4
	Compass	1
	Blank laminated sheets	5

Box Colour	Item	Quantity
BLUE	Rechargeable head torch	1
	Battery operated torch	2
	Batteries (AAA)	1 Packet
	USB Power Bank	2
	USB charger adapter leads for mobile devices	1

Other	Item	Quantity
	Hard hats	3
	High visibility vests	10
	A5 hardback notebook	5
	A4 hardback notebook	5
	A1 Flip Chart	1
	HP Laptop Power lead (G3-5)	2
	HP Laptop Power lead (G6)	1
	Cable ties bundle	1

Appendix F – Value based decision model

This model is based on the Joint Decision Model used by the emergency services. It assists decision making in difficult circumstances where there may be incomplete or contradictory information. The University's mission and values are at the core of the model, underpinning decisions.



Appendix G - Agenda for the first Gold IRT meeting

The prompts included in this agenda are intended to assist the discussions. They should not, however, be seen as an exhaustive list because each incident will bring its own challenges.

A long agenda is shown first. This should be adapted depending on the nature of the incident. An example [shortened agenda](#) is also included, based on that used during the WW2 bomb incident that took place in 2021.

Long agenda

Date of meeting		Time of meeting	
Incident			

- 1. Establish the Gold team's core objectives**
- 2. Members who initiated Gold IRT to share information received**
- 3. Any other relevant information known shared by Team**
- 4. Further information needed and how it will be obtained / identified**

Ensure there is clarity about:

- 4.1. What is known as a fact
- 4.2. What else you need to know
- 4.3. What has been assumed

- 5. Other post-holders to be added to the Gold IRT to be agreed**

- 5.1. See [Appendix A](#)
- 5.2. Consider including subject matter experts, depending on the nature of the incident
- 5.3. Where the incident relates to high profile, contentious speakers, inclusion of an Equality, Diversity, Inclusion colleague is mandatory
- 5.4. Consider whether to stand up the Incident Support Group, see [Appendix K](#)

- 6. Consideration of "likely" and "worst case" impact and duration of the incident**

- 6.1. Act early to get ahead of the incident
- 6.2. Is it possible to start planning the recovery?

- 7. Next actions discussed and agreed (including specific staff and teams who need to be informed, and timescales for each action) in relation to:**

7.1. Health & Safety

- 7.1.1. Is everyone accounted for?
- 7.1.2. Have risks been mitigated at the incident site and for recovery strategies?
- 7.1.3. Is the progress of people who have been harmed being monitored?
- 7.1.4. Is welfare provision in place (e.g. refreshments, toilets, shelter)?
- 7.1.5. Are handover arrangements in place for responders, including Gold IRT?

7.2. Environment

- 7.2.1. Have hazards been contained / removed?

7.2.2. Will decontamination activities have a further impact on campus activities?

7.3. Security

7.3.1. Are additional security arrangements required at the incident site?

7.3.2. Are additional security arrangements required for other buildings / campuses / events / persons?

7.4. Estates and Facilities

7.4.1. Are external experts required to assist with damage assessment?

7.4.2. Are external salvage / restoration contractors required?

7.4.3. Are temporary buildings needed?

7.5. Support services for staff and students

7.5.1. Have those persons directly / indirectly affected by the incident been identified?

7.5.2. Are changes needed to usual working / studying arrangements?

7.5.3. Are additional occupational health / counselling arrangements needed?

7.5.4. Are there any equality, diversity and inclusion considerations?

7.6. Faculties and Services

7.6.1. Are there impacts on priority activities?

7.6.2. What are the recovery time objectives?

7.6.3. Have Business Continuity Plans been invoked?

7.7. Emergency financial arrangements

7.7.1. Is emergency cash needed by individuals (e.g. to get home)?

7.7.2. Are emergency funds needed to support the response and recovery?

7.7.3. Set up a cost code to capture costs for insurance purposes

7.8. Parents / next of kin / emergency contact notification

7.8.1. **Do not** inform relatives or emergency contacts of a death – the emergency services will undertake this task

7.8.2. Where appropriate, have next of kin or emergency contacts been informed?

7.8.3. Are facilities needed to receive relatives?

7.9. Communication strategy, internal and external

7.9.1. Is a media centre required?

7.9.2. Monitor social media

7.9.3. Identify stakeholders

7.9.4. Liaise with emergency services to ensure consistent messages (where appropriate)

7.9.5. Provide briefings / communications (avoid speculation)

7.9.6. Provide FAQs and scripts if an Incident Line is required

7.9.7. Remind staff not to speak to the Press

7.10. Insurers / legal

7.10.1. Notify loss adjuster / insurer and arrange site visits

7.10.2. Obtain legal advice from in house solicitors / external law firm

7.10.3. Is the University meeting its moral obligations / institutional values?

7.11. Any other issues

7.11.1. Requests for assignment of colleagues from other teams across the University to support responders

8. Longer term considerations

9. Communications within Gold IRT to be confirmed

- 9.1. Check and share telephone numbers
- 9.2. Check availability of staff over coming days
- 9.3. Updates to be channelled through the Team Secretary
- 9.4. Agree any restrictions on sharing of information / discussions outside formal Gold IRT meetings
- 9.5. Agree updates to Governing body and related sector agencies as necessary

10. Date and time agreed for the next Gold IRT meeting

Shortened agenda example

The example provided below was used during the WW2 bomb incident in 2021

Date of meeting		Time of meeting	
Incident			

1. Establish the Gold team's core objectives

2. Information and intelligence

Update on the latest intelligence and position

- a. Multi-agency Tactical Coordination Group
- b. Security
- c. Residential Services
- d. Catering
- e. Communications
- f. Welfare and wellbeing / EDI (staff and students)
- g. Safety
- h. SID / Reception / call centre
- i. Any other information / update to be shared

3. Items for urgent attention and decisions / support required

4. Review of actions

5. Look ahead

- a. What is the best / reasonable / worst case scenario?
- b. Assumptions – is there anything else we need to know?
- c. Consider any emerging risks
- d. Any forward planning or action required?

6. Items for escalation to Multi-agency Tactical Coordination Group

7. Out of hours and weekend arrangements

- a. Management and coordination of actions out of hours / over the weekend
- b. Duty rota
- c. Internal Gold group communications
- d. Staff / student / stakeholder communications

8. Date and time of next meeting

Appendix H – Managing the Incident: Action Lists by Time Band

Introduction

Gold IRT assignments for responding to premises damage are set out in three time bands, being those actions which should be tackled on:

- a) Day one (the first 24 hours), then
- b) Up to 48 hours, then
- c) Ongoing

These actions may be amended or added to depending on specific disaster and location needs.

Not all actions may be required to deal with a specific incident. The Gold IRT may work through the Action Lists and implement as necessary under the overall guidance of the Chair.

For certain business continuity activities at critical times of the year e.g. during examinations, priority actions may require decisions in minutes. It is the Chair's responsibility to advise and action accordingly.

For most situations the discipline of daily meetings for the first 7 days to assess recovery progress and to assign new tasks ensures close and effective control of the recovery programme.

The action lists show the actions to be considered and the Gold IRT member to carry out the action. In addition Quick Reference Checklists for a number of Gold IRT members are provided in [Appendix I](#) (and the relevant page numbers can be found in the full [contents](#) page at the end of this document).

Notes:

- If a designated Gold IRT member is not available, actions will be assigned to another member by the Chair.
- As the recovery programme proceeds, it may be beneficial for Gold IRT to establish silver teams. These should include representatives as appropriate from other areas of the University (for example, the affected Faculty or Service).

H1 Day One Actions

Index

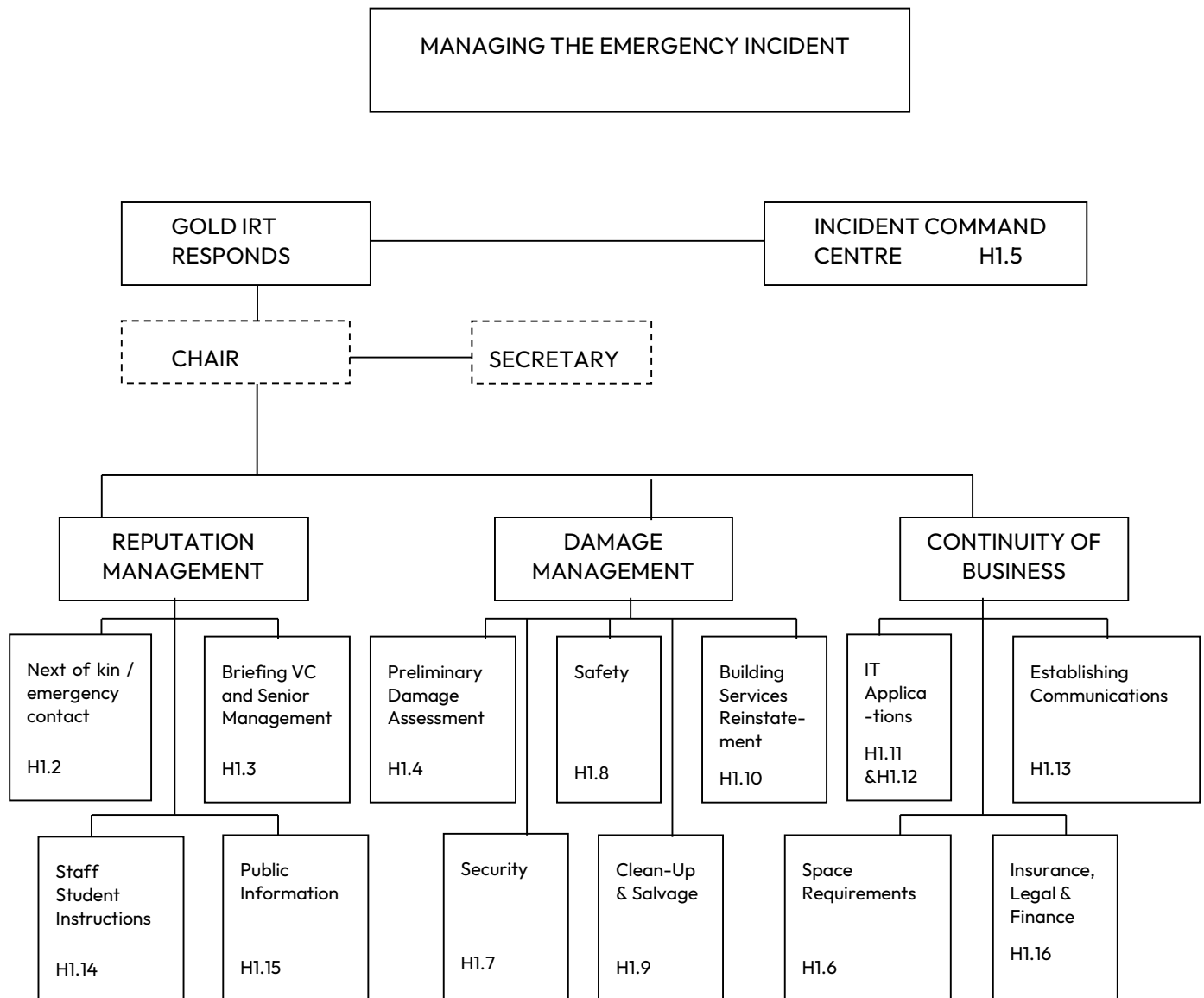
H1.1	Summary of Actions Diagram
H1.2	Next of Kin/Emergency Contact
H1.3	Briefing Senior Management
H1.4	Preliminary Damage Assessment
H1.5	Incident Command, Media Centre and Incident Line
H1.6	Additional Space Requirement
	i) Temporary arrangements for programme provision
	ii) Accommodation (i.e. Residences) arrangements short term
H1.7	Security
H1.8	Safety
H1.9	Clean Up & Salvage
H1.10	Building Services Reinstatement
H1.11	Reinstatement of IT Systems
H1.12	Restoring Central IT Applications
H1.13	Establishing Communications
H1.14	Staff/Student Instructions
H1.15	Public Information
H1.16	Insurance, Legal & Finance

The following abbreviations are used for convenience:

CFO&EDD-FICS	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services
DD-IT	Divisional Director of Information Technology
EDD-EEG	Executive Divisional Director of External Engagement and Global
DCRCS	Director of Commercial, Residential & Campus Services
DES	Director of Estate Services
DHWS	Director of Health, Wellbeing and Sport
DTESE	Director of Teaching Excellence and Student Experience
EDD-HR	Executive Divisional Director of Human Resources
DD-UCS	Divisional Director of University Corporate Services

It is noted that many of the actions assigned to the Director of Estate Services and the Director of Commercial, Residential & Campus Services will be carried out in collaboration.

H1.1 Summary of Actions Diagram



H 1.2 Next of Kin/Emergency Contact

Staff are able to record emergency contact details on the HR Trent system. The emergency contact is not necessarily the next of kin.

In the event of injury, emergency contacts / next of kin (as appropriate) are to be informed as soon as possible. If the emergency services are involved and there have been injuries, the University should liaise with the emergency services regarding this process. Names of injured persons **must not be released** except to the emergency services until it is confirmed that the next of kin have been informed and only then with discretion. **In the event of a fatality, it is the duty of the emergency services to inform the next of kin; this task must not be undertaken by University staff.** The Executive Divisional Director of Human Resources / Director of Education Services & Student Experience should invoke the Welfare Incident Plan (see [Appendix L](#)).

<u>Action</u>	<u>Action By</u>
♦ Follow University Incident Manager procedures in the 'Emergency Response to a Major Incident Plan' (Appendix L)	Security
♦ Assess whether all persons are accounted for including visitors and contractors	Security / EDD-HR / DHWS
♦ Check Trent for emergency contact (staff) and SITS for next of kin (students)	EDD-HR / DHWS
♦ Check exact location of any injured (what hospital, ward etc.)	EDD-HR / DHWS
♦ When emergency contacts / next of kin have been informed, follow up to offer assistance as applicable (Note: In the event of a fatality, the Police will inform the next of kin)	EDD-HR / DHWS
♦ Arrange transport for relatives to visit injured if required.	EDD-HR / DHWS
♦ Incident response staff (Counselling, Wellbeing, Occupational Health, Student Health Centre, Chaplaincy, Residence Life Team, Director of Faculty Operations) placed on standby	EDD-HR / DHWS
♦ Consider whether any other medical check-ups are necessary	EDD-HR / DHWS
♦ Consider whether arrangements need to be made for staff, students or visitors with special needs / protected characteristics	EDD-HR / DHWS
♦ Inform Legal Services and Insurance, Audit & Risk Team	DD-UCS

Note: In the event of the injury / fatality involving students only, the actions assigned to EDD-HR / DTESE would be carried out by the Director of Teaching Excellence and Student Experience.

H 1.3 Briefing Senior Management

If there are injuries or likely disruption to the affected site's activities the President & Vice-Chancellor and SVP & Provost must be acquainted with preliminary information.

Action

- ◆ Telephone or see the President & Vice-Chancellor and SVP & Provost (do not relay a message through a third party)

Action By

Chair / EDD-EEG

H 1.4 Preliminary Damage Assessment

Preliminary investigations are concerned with evaluating the scale of the damage and determining the disaster recovery actions.

Those Gold IRT members who may reasonably be expected to gain access to the damaged location e.g. Chair, Director of Estate Services and Director of Commercial, Residential and Campus Services may be asked to wear hard hats, industrial footwear and clothing, protective goggles and so forth. However, Gold team members have a strategic role and should be careful to avoid hampering operations on the ground. Photographs and CCTV footage might be adequate for Gold's purposes.

Action

- ◆ Emergency services in attendance: make contact with the University Incident Manager
- ◆ Emergency services in attendance: briefly visit site for an eye witness account (if appropriate)
- ◆ Emergency phase concluded: visit site (if appropriate) and make contact with the University Incident Manager.
- ◆ In conjunction with emergency services decide:-
 - areas for immediate re-use;
 - areas which may be re-usable within a few days;
 - areas unusable for greater periods and likely duration
- ◆ Call in any additional Services/resources that are required.
- ◆ Call in specialists, manufacturers and or contractors as required for damage evaluation.
- ◆ Document preliminary findings and actions, including reasons for decisions.
- ◆ Liaise with Loss Adjusters re outcomes etc., and use of specialist services (via Insurance, Audit and Risk Team)

Action By

DCRCS

DCRCS

DES / DCRCS / Health & Safety

DES / DCRCS / Chair

DES / DCRCS / Chair

DES / DCRCS / Chair

Team Secretary

Chair / DES / DCRCS

H 1.5 Incident Command, Media Centre and Incident Line

<u>Action</u>	<u>Action By</u>
♦ If a physical Incident Command Centre is required, confirm the location's availability.	DCRCS
♦ Prepare Incident Command Centre for immediate use.	Team Secretary
<i>[Note: Other services such as IT Services may need to assist in bringing the Incident Command Centre into full use]</i>	

Confirmation of the locations for the Media Centre and Incident Line arrangements is required at an early stage.

<u>Action</u>	<u>Action By</u>
♦ Confirm Media Centre location availability.	EDD-EEG
♦ Prepare Media Centre for immediate use.	EDD-EEG
♦ Initiate the Incident Line via the Business Manager, Faculty Operations	DHWS
♦ Support Incident Line by providing scripts and FAQs	EDD-EEG

H 1.6 Additional Space Requirement

i) Temporary arrangements for programme provision.

<u>Action</u>	<u>Action By</u>
♦ Monitor/record all movements to new locations	Team Secretary

ii) Accommodation (ie Residences) arrangements short term

In the event of damage to halls of residence a degree of inconvenience to students (and staff) with alternative accommodation may need to be accepted.

Where the imposition of an exclusion zone (e.g. due to a bomb threat), necessitates the evacuation of students from private accommodation, the local authority is responsible for emergency shelter and accommodation arrangements. However, the University should consider whether it wishes to assist the local authority with this duty, i.e. the University may wish to ensure equal provision for all displaced students, regardless of whether they are living in University or private accommodation.

Doubling up in remaining accommodation and communal sleeping in available rooms/halls may be essential for a short period.

The approach adopted will be as described in the Residential Services Business Continuity Plan, the essential points of which are listed below.

<u>Action</u>	<u>Action By</u>
♦ Establish number of students to be found accommodation.	DCRCS
♦ Agree short term strategy:- <ul style="list-style-type: none"> • Alternative accommodation within the University stock • Vacancies at local hotels, B&Bs and studentpad listings • Vacancies at third party student accommodation providers • Doubling up in remaining accommodation • Communal halls that can be used • Asking those who can stay with friends / return home to do so 	DCRCS / Chair
♦ Acquire required number of: <ul style="list-style-type: none"> • bunks • sleeping bags • mattresses • bed linen packs • coaches • Portakabins 	DCRCS
♦ Arrange dining/food preparation facilities.	DCRCS
♦ Hire portable washrooms.	DCRCS

H1.7 Security

A higher than normal level of Security for the damaged premises is likely to be required.

<u>Action</u>	<u>Action By</u>
♦ Instruct Security of requirements for the damaged premises.	DCRCS
♦ If required obtain protective clothing for persons wishing to enter building. Liaise with Security at building main access point for issue of clothing.	Health & Safety / Security
♦ Issue health and safety advice / documentation to all those with authority to enter damaged location.	DES / Health & Safety
♦ Inform Security personnel of authorised persons who may need to enter the premises. Provide Visitor Register (see Appendix O 5).	Security

H 1.8 Safety

It is the University's responsibility to ensure the safety of persons, other than emergency services (Police, Fire & Rescue Service, etc.), whilst on the premises.

<u>Action</u>	<u>Action By</u>
♦ Check building safety with the emergency services.	Health & Safety / DES
♦ Instruct Direct Works / Contractor to: <ul style="list-style-type: none"> • board up as necessary • cover assets • pump out water • display safety notices • tape-off all no-go areas 	DES / DCRCS
♦ Provide site plans and mark up restricted areas.	DES
♦ Instruct all entering the building on no-go areas and precautions to be taken.	DES / Health & Safety

H 1.9 Clean Up & Salvage

Much damage can be alleviated by the implementation of damage control activities as soon as possible. A damage management company can assist with this work.

<u>Action</u>	<u>Action By</u>
♦ Environmental incidents: <ul style="list-style-type: none"> • Invoke Environmental Emergency Preparedness & Incident Response Plan • University's Environment Incident Response Team mobilised 	Sustainability
• Specialist contractor engaged for containment, clean up and disposal (see Appendix J) <ul style="list-style-type: none"> • South West Water notified (if there is discharge to the Foul Sewer, see Appendix J) • Environment Agency notified (if there is discharge to Controlled Waters, (see Appendix J)) 	
♦ Call any additional services that may be required (liaising as necessary with Loss Adjuster via Insurance, Audit & Risk Team).	DES / DCRCS
♦ Identify suitable locations for storing salvaged items pending restoration	DES
♦ If not required immediately, put on standby: <ul style="list-style-type: none"> • Damage management company (via Loss Adjusters) • Utilities • IT disaster support / installation company 	DES / DCRCS / DD-IT

<u>Action</u>	<u>Action By</u>
<ul style="list-style-type: none"> ◆ State to whom third parties will report and agree immediate action(s) required: <ul style="list-style-type: none"> • protection of assets • stabilising environment • removal of smoke, water etc. • installation of dehumidifiers • removal of items to other areas/buildings • damage report • categorise recoverable assets • keep record of salvage items removed for safe storage, cleaning etc., note destination. Obtain signatures for items removed. 	DES / DCRCS
<ul style="list-style-type: none"> ◆ Inform Security of actions placed in hand and reporting procedure. 	DES

H 1.10 Building Services Reinstatement

Reinstatement of building services will require involvement of the normal maintenance companies and, where necessary, specialist damage management companies.

<u>Action</u>	<u>Action By</u>
<ul style="list-style-type: none"> ◆ Call service providers as required 	DES
<ul style="list-style-type: none"> ◆ Instruct on essential emergency action 	Chair / DCRCS / DES
<ul style="list-style-type: none"> ◆ Brief on safety 	Health & Safety

H 1.11 Reinstatement of IT Systems

IT recovery is usually essential within the first 24 hours and invoking this activity is to be carried out under direction of the Divisional Director of Information Technology.

The approach adopted will be as described in IT Services' disaster and service continuity arrangements, but some essential points that need to be considered are listed below.

<u>Action</u>	<u>Action By</u>
<ul style="list-style-type: none"> ◆ Re-configure key computing systems if possible 	DD-IT
<ul style="list-style-type: none"> ◆ Order replacements for damaged IT equipment 	DD-IT
<ul style="list-style-type: none"> ◆ Prioritise IT installation in accordance with Faculty and Service requirements 	DD-IT
<ul style="list-style-type: none"> ◆ Provide centralised alternative to local systems where appropriate and where required by Faculty Operations 	DD-IT

H 1.12 Restoring Central IT Applications

The approach adopted will be as described in IT Services' disaster recovery procedures. The essential points are listed below.

<u>Action</u>	<u>Action By</u>
♦ Fail over to St Luke's servers	DD-IT
♦ Restore back-ups from Rubrik	DD-IT
♦ Provide guidance to client groups on arrangements for access and data back-up procedures	DD-IT

H 1.13 Establishing Communications

The approach adopted will be as described in the business continuity arrangements prepared by IT Services. Some essential points that need to be considered are listed below.

<u>Action</u>	<u>Action By</u>
♦ Establish and list which lines are still available at present location: <ul style="list-style-type: none"> • telephone • email 	DD-IT
♦ If there is serious disruption to telephone services invoke diversion of lines etc.	DD-IT
♦ Order additional mobile phones, if required, for immediate delivery.	DD-IT
♦ Add new numbers to telephone contact list	Team Secretary
♦ Provide dedicated lines for: <ul style="list-style-type: none"> • staff • students • media 	DD-IT
♦ Issue telephone contact list to Gold IRT members	Team Secretary

H 1.14 Staff/Student Instructions

Too many people at a damaged location can impede recovery operations.

Persons not able to continue business or not required for recovery operations may be sent home or directed to suitable meeting points to await further news.

<u>Action</u>	<u>Action By</u>
♦ Instruct Faculties and Services to list required personnel	Chair
♦ Contact Faculty and Services' senior managers to Instruct their non-essential staff and students where to go	EDD-HR

<u>Action</u>	<u>Action By</u>
♦ Instruct essential staff to: Report to either their normal place of work or a pre-designated temporary location.	EDD-HR
♦ Request that Faculty/Service Heads list urgent items and files that may need to be recovered from the affected site	DES
♦ Request that Faculty/Service Heads prepare list of staff and students who will need access to remove essential items etc Help Faculty/Service Heads make contact with these staff and students	EDD-HR / DHWS
♦ Instruct staff on access procedures. <i>Note:</i> Strict control of persons entering and removal of assets is essential.	Health & Safety / Security

H 1.15 Public Information

University policy is to ensure information released is clear, accurate and passed to interest groups in the correct sequence. Misinformation and rumours are damaging.

To protect the University's reputation and student interests:

- All enquiries shall be channelled to EDD-EEG / SID as appropriate
- The release of all information shall be through the Executive Divisional Director of External Engagement and Global.

<u>Action</u>	<u>Action By</u>
♦ Deadlines and routes for information release established: <ul style="list-style-type: none"> • Staff and student email • Media email and statement • Stakeholders email • Web page update • Social media update 	EDD-EEG
♦ Arrange venue for briefing staff and students (with others including Chair, EDD-HR and DESSE)	EDD-EEG
♦ Prepare statement for immediate release	EDD-EEG
♦ Points to be addressed: <ul style="list-style-type: none"> • The University's Response Plan is in operation • Confirmation of the obvious • Cause and damage is under investigation • Injured are being cared for • Praise for responders • A more detailed statement will be made as soon as possible (date & time if possible) 	EDD-EEG
♦ Other personnel must avoid interviews and refer enquiries to the Press Office / Incident Line numbers.	EDD-EEG

<u>Action</u>	<u>Action By</u>
♦ Agree statement with President and Vice-Chancellor	EDD-EEG
♦ Times and places of briefings established (may be virtual)	EDD-EEG
♦ Faculty & Service Heads notified of briefings	EDD-EEG
♦ Issue statement to staff and students	EDD-EEG
♦ Release statement to media on University website and via appropriate social media channels (e.g. University social media accounts)	EDD-EEG
♦ Invite media to press conference (if briefing is being held)	EDD-EEG

Note: If media/staff/student briefings are appropriate at this stage (first 24 hours) select if possible a briefing location remote from the scene of the incident.

H 1.16 Insurance, Legal & Finance

<u>Action</u>	<u>Action By</u>
♦ Inform Insurance, Audit & Risk Manager	DD-UCS
♦ Set up cost capture procedure	CFO&EDD-FICS
♦ Issue emergency procurement cards if required	CFO&EDD-FICS
♦ Arrange disaster recovery fund and draw cash to meet urgent purchasing needs	CFO&EDD-FICS
♦ Check position of legally binding contracts which may be threatened by the new situation	DD-UCS

H 2 48 Hour Actions

Index

H2.1	<u>Re-use of Existing Facilities : Space Allocation</u>
H2.2	<u>Power Supplies</u>
H2.3	<u>Sanitation Facilities</u>
H2.4	<u>Siting of Incident Command Centre</u>
H2.5	<u>Location of Alternative Premises</u>
H2.6	<u>Security and Safety of Alternative Premises</u>
H2.7	<u>Reinstatement of Critical Central IT Facilities</u>
H2.8	<u>Restoring Central PC Applications</u>
H2.9	<u>Communication Arrangements at Alternative Premises</u>
H2.10	<u>President & Vice-Chancellor Briefing</u>
H2.11	<u>Staff & Student Briefing</u>
H2.12	<u>Press Information</u>
H2.13	<u>Insurance, Legal & Finance</u>
H2.14	<u>Clean Up & Salvage</u>

H 2.1 Re-use of Existing Facilities: Space Allocation

<u>Action</u>	<u>Action By</u>
♦ Allocate available facilities (Timetabling & Room Bookings) to meet immediate short term course needs	DHWS
♦ Prepare alternative facilities for immediate short term course needs	DES
♦ Inform all Faculties and Services of new arrangements and when they can resume courses	Chair / EDD-EEG
♦ Obtain feedback from all Faculties and Services on special needs	Chair
♦ Instruct Faculty and Services' senior management to contact their staff and students on: <ul style="list-style-type: none"> • recovery progress • temporary arrangements • where and when to report • the emergency contact numbers for further information 	Chair / EDD-EEG

H 2.2 Power Supplies

Interruption to power supplies may call for the installation of a standby generator.

<u>Action</u>	<u>Action By</u>
♦ For loss of mains supply call a generator supplier to install a generator of suitable capacity	DES
Note: A number of fixed generators are in place to support some of the University's priority assets including the Laver and St Luke's Data Centres.	

H 2.3 Sanitation Facilities

Interruption of the mains water supply may restrict the use of sanitation facilities. Temporary interruption will be accommodated through the use of mobile facilities.

<u>Action</u>	<u>Action By</u>
♦ Arrange for the supply of mobile facilities for the location.	DES
♦ Arrange regular servicing and maintenance.	DES

H 2.4 Siting of Incident Command Centre

If a physical Incident Command Centre is required, the siting may need to change based on preliminary damage assessments.

<u>Action</u>	<u>Action By</u>
♦ Agree longer term location of Incident Command Centre, with necessary IT systems	Chair / DD-IT
♦ Update telephone contact lists. Circulate to Team members	Team Secretary
♦ Arrange control of access to the Incident Command Centre	DCRCS
♦ If necessary prepare schedule for 24 hour operation of the Incident Command Centre	Chair/ Team Secretary

H 2.5 Location of Alternative Premises

The location of alternative premises for immediate or long term use will be overseen by the Gold IRT.

<u>Action</u>	<u>Action By</u>
♦ Detail Gold IRT member to assess potentially suitable locations	Chair / DES / DCRCS
♦ Agree date of occupation for short term use	Chair
♦ Agree date of occupation of alternative premises	Chair
♦ Place orders for general office equipment	DCRCS / Faculty / Professional Service
♦ Place orders for furniture	DES
♦ Arrange installation / commissioning of telephone lines	DD-IT
♦ Arrange installation of central computer and network systems	DD-IT

H 2.6 Security and Safety of Alternative Premises

<u>Action</u>	<u>Action By</u>
♦ Arrange security and safety for “new premises”	Security/Health & Safety

H 2.7 Reinstatement of Critical Central IT Facilities

Details of the recovery procedures for the data communications facilities and the critical central servers (and services) are owned by IT Services.

These plans address elements relating to:

- Central data communications provision
- Central basic computing services
- Central basic administrative computing services

H 2.8 Restoring Central PC Applications

<u>Action</u>	<u>Action By</u>
♦ Salvage undamaged PCs/laptops and re-configure at new location	DD-IT
♦ Purchase additional PCs/laptops as required and arrange for delivery and installation	DD-IT
♦ Check with Faculty and Services' senior management to determine priority of installation	DD-IT
♦ Restore back-up files to users	DD-IT

H 2.9 Communications Arrangements at Alternative Premises

It may not be possible to install voice and data communication lines at a new location within the first 48 hours. In the meantime the Emergency Communication Lines will continue to be used.

<u>Action</u>	<u>Action By</u>
♦ Arrange for installation of temporary lines as soon as possible	DD-IT

H 2.10 President and Vice-Chancellor Briefing

<u>Action</u>	<u>Action By</u>
♦ Prepare updating report and Press release for review by the President and Vice-Chancellor	Chair/ EDD-EEG

H 2.11 Staff & Student Briefing

Initial staff/student briefing is carried out via Director of Faculty Operations and Service Managers. As soon as convenient a briefing of staff and students shall be arranged.

<u>Action</u>	<u>Action By</u>
♦ Arrange venue for briefing	Chair
♦ Prepare information for circulation on temporary arrangements, or use the Web for a similar effect (if available)	EDD-EEG
♦ Instruct on access to damaged zones to retrieve personal possessions and University assets	Chair
♦ Inform staff and students accordingly. (Contact details need to be available)	Chair

Note: In practice, the above actions will be shared between the team members.

H 2.12 Press Information

The release of information will, as far as possible, be handled by the Executive Divisional Director of External Engagement and Global in conjunction with the President and Vice-Chancellor.

<u>Action</u>	<u>Action By</u>
♦ Prepare and agree briefing	EDD-EEG
♦ Arrange press briefing venue	EDD-EEG
♦ Send details of briefing to Press/ Media contact list	EDD-EEG
♦ Instruct Gold IRT members, Faculty and Services' senior managers on Press briefing	EDD-EEG

H 2.13 Insurance, Legal & Finance

To ensure minimum delay in acquiring materials, services and compiling data for insurance purposes, emergency ordering and cost capture procedures should be drawn up.

<u>Action</u>	<u>Action By</u>
♦ Arrange for cash withdrawal to meet immediate needs/emergency procurement cards	CFO&EDD-FICS
♦ Issue cost capture codes to cover: <ul style="list-style-type: none"> • staff time • materials • services • additional expenses associated with the recovery programme 	CFO&EDD-FICS
♦ Arrange meeting with Loss Adjusters (via Insurance, Audit & Risk Team)	DD-UCS

H 2.14 Clean Up & Salvage

<u>Action</u>	<u>Action By</u>
♦ Monitor and ensure no further discharges	DES / Health & Safety

H 3 Ongoing Actions

Index

H3.1	Re-use of Existing Facilities : Reinstatement of Building and Services
H3.2	Reinstatement of IT Equipment for Central Computing Systems
H3.3	Use of Temporary Facilities “New Site” & Order of Equipment
H3.4	Security/Safety
H3.5	President & Vice-Chancellor Briefing
H3.6	Staff & Student Briefing
H3.7	Press Information
H3.8	Insurance, Legal & Finance
H3.9	Team Restructuring
H3.10	Long Term Recovery Strategy : New Building
H3.11	Long Term Recovery Strategy : Existing Building Reconstruction & Contents
H3.12	Reinstatement of Central IT Systems
H3.13	Reinstatement of Communications : Voice and Data Lines
H3.14	Vacating Temporary Premises
H3.15	Reinstating Disaster Recovery Capability
H3.16	Clean Up & Salvage

Note:

In this section some actions listed may not be required as a result of decisions taken within the first 48 hours.

The Gold IRT Chair shall review progress daily until such time as the frequency can be reduced.

Detailed damage assessments may be outstanding.

H 3.1 Re-use of Existing Facilities: Reinstatement of Building and Services

<u>Action</u>	<u>Action By</u>
<ul style="list-style-type: none"> ♦ Call all services necessary to deal with outstanding problems:- <ul style="list-style-type: none"> • water supplies • gas supplies • electricity supplies • telephone system • plumbing • central heating • roofing • building work • data cabling • equipment servicing • building drying 	DES (telephone and data cabling, with DD-IT)
<u>Note:</u>	
♦ Major works will require a Project Management Team – agree the team structure	Chair / DES
♦ Prepare a scope of works and tender document	DES
♦ Obtain quotations	DES
♦ Initiate work	DES

Note:

The Project Management Team should liaise with the Insurance, Audit & Risk Team and the Loss Adjuster before and during this process.

H 3.2 Reinstatement of IT Equipment for Central Computing Systems

<u>Action</u>	<u>Action By</u>
♦ Review progress on electrics and telephone / data cabling installations	DD-IT/DES
♦ Arrange cleaning and rectification of reusable IT equipment	DD-IT
♦ Order and install new IT equipment and file servers	DD-IT
♦ Restore all software and data	DD-IT
♦ Refer to forms returned by Faculty and Service Heads for additional urgent requirements	DD-IT
♦ Notify Faculties and Services when systems are operational	DD-IT
♦ Arrange any new data back-up procedures	DD-IT

H 3.3 Use of Temporary Facilities “New Site” and Order of Equipment

<u>Action</u>	<u>Action By</u>
♦ Prepare lists of equipment needs and office supplies requirements	DCRCS
♦ Specify items to be recovered from the damaged site	DES
♦ Order or hire all outstanding requirements	DES
♦ Connect telephones	DD-IT
♦ Check availability of all services	DES
♦ Agree timetable for installation of IT equipment for central computer systems	DD-IT

H 3.4 Security/Safety

<u>Action</u>	<u>Action By</u>
♦ Assess and confirm all revised security and safety requirements	Security / Health & Safety
♦ Arrange and instruct on requirements	Security / Health & Safety

H 3.5 President and Vice-Chancellor Briefing

<u>Action</u>	<u>Action By</u>
♦ Prepare update report of new arrangements and estimated timetable for recovery of services and submit to President and Vice-Chancellor	Chair / EDD-EEG
♦ Update Emergency Communication Lines lists	Team Secretary

H 3.6 Staff & Student Briefing

<u>Action</u>	<u>Action By</u>
♦ Prepare written instructions on temporary working arrangements	DD-IT / DCRCS / Team Secretary
♦ Detail special arrangements – additional expenses	CFO&EDD-FICS
♦ Provide general enquiry number for dealing with staff problems	EDD-HR / DD-IT
♦ Assist Faculty and Services’ senior managers with instructing their staff and students on new arrangements.	EDD-EEG / EDD-HR / DD-IT
♦ Prepare written instructions on planned move to new premises	DES / DCRCS
♦ Agree space allocation with Faculties and Services	Chair / DES / DCRCS
♦ Finalise detail on move	DES / DCRCS

- ◆ Arrange venue or virtual environment for briefings

Chair/EDD-EEG/
DD-IT/EDD-HR

H 3.7 Press Information

Action

- ◆ Update public information releases for agreement by the President and Vice-Chancellor
- ◆ Arrange Press/Media briefing
- ◆ Inform contacts of venue
- ◆ Notify University staff required to attend

Action By

Chair / EDD-EEG

EDD-EEG
EDD-EEG
Chair / EDD-EEG

H 3.8 Insurance, Legal & Finance

Action

- ◆ Prepare damage reports and estimates of damage
- ◆ Arrange meeting with Loss Adjuster (via Insurance Audit & Risk Team)
- ◆ Agree recovery strategy with Loss Adjuster, if required
- ◆ Prepare claim in accordance with insurance cover – liaise with Loss Adjuster re interim payment
- ◆ Recall emergency procurement cards and restore normal procurement and expense rules
- ◆ Appoint legal advisers if required (via Legal Services)

Action By

DES
DD-UCS

Chair / DCRCS /
DES / DD-UCS
/CFO&EDD-FICS

CFO&EDD-FICS /
DCRCS / DES /
DD-UCS

CFO&EDD-FICS

Chair / DD-UCS

H 3.9 Team Restructuring

This section deals with restoration of course provision to the pre-incident level.

It also allows for change:

- to incorporate and bring forward projected business plans
- to upgrade premises, equipment and facilities

Action

- ◆ If necessary, Gold IRT considers the need or otherwise to establish any 'separate' silver response team(s) required. See Services' Business Continuity Plans, [Appendix M](#)
- ◆ Record names of the Faculty and Service Heads or deputies (or others) identified to head up these Teams

Action By

Chair

Team Secretary

H 3.10 Long Term Recovery Strategy: New Building

<u>Action</u>	<u>Action By</u>
♦ Check “New Building” specification against requirements	Chair / DES
♦ Check IT requirements and agree installation timetable for central computing systems	DD-IT

H 3.11 Long Term Recovery Strategy: Existing Building Reconstruction & Contents

It may be necessary for Gold IRT to set up a Project Management Team to oversee the restoration.

<u>Building Action</u>	<u>Action By</u>
♦ Obtain detailed specifications and quotation for reinstatement of: <ul style="list-style-type: none"> • structural damage • fittings • redecoration • services • outstanding decontamination and deodorising 	DES
♦ Liaise with Loss Adjuster	DD-UCS / DES
♦ Consultants will advise on recovery coordination	DES
♦ Placement of contracts	DES

<u>Contents Action</u>	<u>Action By</u>
♦ Establish replacements requirements	DES
♦ Check original asset list against recovered items	DES
♦ Place orders	DES

H 3.12 Reinstatement of Central IT Systems

<u>Action</u>	<u>Action By</u>
♦ Schedule transfer of equipment from present location	DD-IT
♦ Arrange for communications company to re-instate network	DD-IT
♦ Notify Faculty / Service Heads when systems operational	DD-IT

H 3.13 Reinstatement of Communications: Voice and Data Lines

<u>Action</u>	<u>Action By</u>
Voice	
♦ Check equipment requirements: <ul style="list-style-type: none"> • Exchange • Modems 	DD-IT
♦ Place orders for equipment	DD-IT
♦ Schedule installation dates	DD-IT
♦ Instruct contractors	DD-IT
♦ Notify users	EDD-EEG / DD-IT
Data	
♦ Check equipment requirements	DD-IT
♦ Place orders for equipment	DD-IT
♦ Schedule installation dates	DD-IT
♦ Instruct contractors	DD-IT
♦ Notify users	EDD-EEG / DD-IT

H 3.14 Vacating Temporary Premises

<u>Action</u>	<u>Action By</u>
♦ Agree schedule for moving: <ul style="list-style-type: none"> • packaging • transport • return of loaned items • disposal of redundant items • make good premises in accordance with lease 	DES
♦ Building – agree termination of any leases	DES / DCRCS
♦ Prepare details of move back to old location or permanent alternative location and communication lines	Chair
♦ Circulate:- <ul style="list-style-type: none"> • Faculty / Service Heads • Suppliers of goods and services 	EDD-EEG
♦ Prepare statement for general release for agreement by President and Vice-Chancellor	EDD-EEG

H 3.15 Reinstating Disaster Recovery Capability

<u>Action</u>	<u>Action By</u>
<ul style="list-style-type: none"> ◆ Reappraise back-up requirements: <ul style="list-style-type: none"> ◆ For example, if equipment upgrades have been introduced, the original equipment as back-up may not suffice. Applications may have been discontinued or failures to deliver against the plan may indicate additional back-up needs ◆ Order as necessary 	<p>DD-IT</p> <p>DD-IT</p>

H 3.16 Clean Up & Salvage

<u>Action</u>	<u>Action By</u>
<ul style="list-style-type: none"> ◆ Environmental Incident Report completed (retain for 3 years) ◆ Consider whether additional wellbeing support should be put in place for staff involved in the response and recovery, and the wider University Community 	<p>Sustainability</p> <p>EDD-HR</p>

Appendix I – Managing the Incident: Action Lists by Area of Responsibility

Introduction

This section contains a summary of the principal actions to be carried out in the event of a premises incident. Actions are grouped by area of responsibility. The activities listed are essentially the same as those referenced in [Appendix H](#), but have been presented in this format to provide a better overall view of the role of individual Gold IRT members and some advisers.

On occasions, actions listed in Appendix H have been consolidated into a single activity in the checklist. The activities are cross referenced to the appropriate action list in Appendix H.

The Tables below contain some rows in italics. These provide context and are not cross-referenced to Appendix H.

	Area of responsibility	Reporting line to Gold IRT member
I1	Chair	
I2	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services	
I3	Executive Divisional Director of External Engagement and Global	
I4	Executive Divisional Director of Human Resources	
I5	Director of Estate Services	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services
I6	Director of Commercial, Residential and Campus Services	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services
I7	Divisional Director of Information Technology	
I8	Director of Teaching Excellence and Student Experience and Director of Health, Wellbeing and Sport	Deputy Registrar and Executive Divisional Director of Education and Academic Services
I9	Divisional Director of University Corporate Services	
I10	Team Secretary	
I11	Security	Director of Commercial, Residential and Campus Services

I12	Health & Safety	Divisional Director of University Corporate Services
I13	Sustainability	Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services
I14	Spare Checklist	

I1 Chair

CHAIR ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Telephone or see the President & Vice-Chancellor and SVP & Provost (with EDD-EEG)	H1.3			
<i>Faculty/Service heads/staff/students informed of arrangements</i>				
In conjunction with emergency services, DES and DCRCS decide: <ul style="list-style-type: none"> • Areas for immediate reuse • Areas which may be re-usable within a few days • Areas unusable for greater periods and likely duration 	H1.4			
Call in any additional services / resources that are required	H1.4			
Call in specialists, manufacturers and / or contractors as required for damage evaluation	H1.4			
Liaise with Loss Adjusters re outcomes etc., and use of specialist services (in conjunction with Insurance Office and DES / DCRCS)	H1.4			

CHAIR ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Liaise with DCRCS about the short term accommodation strategy: <ul style="list-style-type: none"> Alternative accommodation within the University stock Vacancies at local hotels, B&Bs and studentpad listings Vacancies at third party student accommodation providers Doubling up in remaining accommodation Communal halls that can be used Asking those who can stay with friends / return home to do so 	H1.6			
Building services reinstatement - instruct on essential emergency action	H1.10			
Instruct Faculties and Services to list required personnel at damaged locations	H1.14			
UP TO 48 HOURS				
Inform all Faculty/Service Heads of new arrangements and when they can resume courses (with EDD-EEG)	H2.1			
Obtain feedback from all Faculty / Service Heads on special needs.	H2.1			
Instruct Faculty/Service Heads to contact their staff and students regarding re-use of existing facilities (with EDD-EEG)	H2.1			
Agree longer term location of Incident Command Centre, with necessary IT systems. With advice from DD-IT as necessary	H2.4			

CHAIR ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
If necessary prepare a schedule for 24 hour operation of the Incident Command Centre	H2.4			
<i>Alternative locations notified of need for temporary accommodation</i>				
Detail Team Member to assess potentially suitable alternative locations With DCS and DCRCS	H2.5			
Agree date of occupation for short term use.	H2.5			
Agree date of occupation for alternative premises	H2.5			
Prepare updating report and Press release for review by the President and Vice-Chancellor (with EDD-EEG)	H2.10			
Arrange venue for briefing staff and students (with others including EDD-EEG, DCRCS and EDD-HR)	H2.11			
Instruct on access to damaged zones to retrieve personal possessions and University assets. Inform staff and students accordingly (with others including EDD-EEG, DCRCS and EDD-HR)	H2.11			
ONGOING				
Arrange Project Management Team for major works	H3.1			
Prepare update report of new arrangements and estimated timetable for recovery of services and submit to President and Vice-Chancellor (with EDD-EEG)	H3.5			

CHAIR ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Agree space allocation with Faculty/Service Heads	H3.6			
Arrange venue for presentation of details to staff and students, or arrange a virtual presentation (with EDD-EEG/DD-IT/EDD-HR).	H3.6			
Update public information releases for agreement by the President and Vice-Chancellor (in conjunction with EDD-EEG)	H3.7			
Notify University staff required to attend Press/Media briefing.	H3.7			
Agree recovery strategy with Loss Adjuster if required (with DCRCS / DES / DD-UCS & CFO&EDD-FICS)	H3.8			
Appoint Legal Advisers if required (in conjunction with DD-UCS)	H3.8			
Establish silver response / project team(s) as necessary	H3.9			
Check new building specification against requirements (with DES)	H3.10			
Prepare details of move back to old location or permanent alternative location and communication lines	H3.14			

I 2 Chief Financial Officer and Executive Divisional Director of Finance, Infrastructure and Commercial Services

FINANCE SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Set up cost capture procedure	H1.16			
Issue emergency procurement cards if required	H1.16			
Arrange disaster recovery fund and draw cash to meet urgent purchasing needs	H1.16			
UP TO 48 HOURS				
Arrange for cash withdrawal to meet immediate needs	H2.13			
Issue cost capture codes to cover: <ul style="list-style-type: none"> • Staff time • Materials • Services • Additional expenses associated with the recovery programme 	H2.13			
ONGOING				
Detail special arrangements - additional expenses	H3.6			
Agree recovery strategy with Loss Adjuster, if required, (in conjunction with Chair / DCRCS / DES / DD-UCS)	H3.8			
Prepare claim in accordance with insurance cover - liaise with Loss Adjuster re interim payment (in conjunction with DCRCS / DES / DD-UCS)	H3.8			
Recall emergency procurement cards and restore normal procurement and expense rules	H3.8			
Chair informed				

I 3 Executive Divisional Director of External Engagement and Global

COMMUNICATION & MARKETING SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
<i>Liaise with HR and Student Services re information on status of incident (e.g. injuries, damage to buildings)</i>				
Telephone or see the President & Vice-Chancellor and SVP & Provost (with Chair)	H1.3			
Confirm Media Centre location availability.	H1.5			
Prepare Media Centre for immediate use.	H1.5			
Support Incident Line by providing scripts and FAQs	H1.5			
Prepare statement for immediate release. Points to be addressed: <ul style="list-style-type: none"> • The University's Response Plan is in operation • Confirmation of the obvious • Cause and damage is under investigation • Injured are being cared for • Praise for responders • A more detailed statement will be made as soon as possible. (Date & time if possible) 	H1.15			
Other personnel must avoid interviews and refer enquiries to the Press Office / Incident Line numbers	H1.15			

COMMUNICATION & MARKETING SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Deadlines and routes for information release established: <ul style="list-style-type: none"> • Staff and student email • Media email and statement • Stakeholders email • Web page update • Social media update 	H1.15			
Arrange venue for briefing staff and students (with others including Chair, EDD-HR and Director of Teaching Excellence and Student Experience)	H1.15			
Statement agreed by President and Vice-Chancellor	H1.15			
Times and places of briefings established (may be virtual)	H1.15			
Faculty and Service Heads notified of briefings	H1.15			
Issue statement to staff and students	H1.15			
Release statement to media on University website and via appropriate social media channels (University social media accounts)	H1.15			
Invite media to press conference (if briefing is being held)	H1.15			
UP TO 48 HOURS				
Inform all Faculties and Services of new arrangements and when they can resume courses	H2.1			
Instruct Faculty and Services' senior management to contact their staff and students on: <ul style="list-style-type: none"> • Recovery progress • Temporary arrangements • Where and when to report • The emergency contact numbers for further information 	H2.1			

COMMUNICATION & MARKETING SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Prepare updating report and Press release for review by the President and Vice-Chancellor (with Chair)	H2.10			
Initial staff/student briefing is carried out via Faculty and Service Managers. As soon as convenient a briefing of staff and students shall be arranged. Prepare information for circulation on temporary arrangements, or use the web for a similar effect (if available).	H2.11			
The release of information will, as far as possible, be handled by the EDD-EEG in conjunction with the VC <ul style="list-style-type: none"> • Prepare and agree briefing • Arrange press briefing venue • Send details of briefing to Press/ Media contact list • Instruct Gold IRT members, Faculty and Services' senior managers on Press briefing 	H2.12			
ONGOING				
Prepare update report of new arrangements and estimated timetable for recovery of services and submit to President and Vice-Chancellor (with Chair)	H3.5			
Continue staff and student briefings as appropriate, including instructions on moves to new premises. Assist with arranging briefing venues.	H3.6 & H3.13			
Update public information releases for agreement by the President and Vice-Chancellor	H3.7			
Arrange Press/Media briefing	H3.7			
Inform contacts of venue	H3.7			
Notify University staff required to attend	H3.7			

COMMUNICATION & MARKETING SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Notify users when voice and data lines have been restored (with DD-IT)	H3.13			
Circulate details of move back to old location or permanent alternative location and communication lines to: <ul style="list-style-type: none"> • Faculty / Service Heads Suppliers of goods and services	H3.14			
Prepare statement for general release for agreement by the VC	H3.14			
Chair informed				

I 4 Executive Divisional Director of Human Resources

This table has been constructed primarily from the perspective of the Executive Divisional Director of Human Resources. A number of similar actions apply to the Director of Education Services & Student Experience, and in some instances, the substitution of 'staff and / or personnel' by 'students'. Therefore, the Director of Education Services & Student Experience should liaise with the Executive Divisional Director of Human Resources regarding the actions required.

HUMAN RESOURCES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Assess whether all persons are accounted for including visitors and contractors	H1.2			
Check HR Trent system for emergency contact (staff), and SITS for next of kin (students)	H1.2			
Check exact location of any injured (what hospital, ward, etc.)	H1.2			
Emergency contacts / next of kin informed Note: Where there are fatalities, it is the duty of the emergency services to inform next of kin. Note: If the emergency services are involved and there have been injuries, the University should liaise with the emergency services regarding contact with the next of kin.	H1.2			
When emergency contacts / next of kin have been informed, follow up to offer assistance as applicable. (Note: in the event of a fatality, the Police will inform the next of kin).	H1.2			
Transport required for next of kin	H1.2			

HUMAN RESOURCES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Incident response staff (Counselling, Wellbeing, Occupational Health, Student Health Centre, Chaplaincy, Residence Life Team, Personal Tutors, Director of Faculty Operations) placed on stand by	H1.2			
Consider whether medical check-ups are necessary	H1.2			
Consider whether arrangements need to be made for staff, students or visitors with special needs / protected characteristics	H1.2			
Telephone Faculty / Service Heads to:- a. Instruct essential staff where to go b. Instruct non-essential staff and students where to go	H1.14			
Request that Faculty/Service Heads prepare list of staff and students who will need access to remove essential items etc. Help Faculty/Service Heads make contact with the staff and students (With DHWS)	H1.14			
UP TO 48 HOURS				
<i>Staffing requirements known</i>				
<i>Check with Faculties and Services for any special reasons for access or other needs</i>				
ONGOING				
Provide general enquiry number for dealing with staff problems (with DHWS and DD-IT)	H3.6			
<i>Faculty/Service Heads to instruct their staff on new arrangements</i>				

HUMAN RESOURCES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
<i>Prepare written instructions on planned move to new premises</i>				
<i>Finalise detail on move</i>				
Assist Faculty and Service Heads with instructing their staff and students on new arrangements (with EED-EEG/DD-IT)	H3.6			
Arrange venue for presentation of details to staff and students, or arrange a virtual presentation (with Chair/EDD-EEG/DD-IT)	H3.6			
Consider whether additional wellbeing support should be put in place for staff involved in the response and recovery, and the wider university community (with DHWS)	H3.16			
<i>Notify staff required to attend press briefing</i>				
Chair informed				

I 5 Director of Estate Services

Reporting line to the CFO&EDD-FICS.

Many of the activities shown below may need to be carried out in collaboration with the Director of Commercial, Residential and Campus Services.

ESTATE SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
<i>Attend emergency services' Tactical Coordination Centre, if required</i>				
Emergency phase concluded - visit site and make contact with the University Incident Manager (with Health & Safety)	H1.4			
In conjunction with emergency services, DES and Chair decide: <ul style="list-style-type: none"> • Areas for immediate reuse • Areas which may be re-usable within a few days • Areas unusable for greater periods and likely duration 	H1.4			
Call in any additional services / resources that are required	H1.4			
Call in specialists, manufacturers and / or contractors as required for damage evaluation	H1.4			
Additional Services/resources called in	H1.4			
Liaise with Loss Adjusters re outcomes etc., and use of specialist services (via Insurance, Audit and Risk Team)	H1.4			
<i>Building services operational</i>				
<i>Access possible, if not when</i>				
<i>Specialist services briefed</i>				
<i>Specialist structural assessment required</i>				

ESTATE SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
<i>Forensic investigation necessary</i>				
Issue health and safety advice to all those entering the damaged location (Health & Safety to lead)	H1.7			
Check building safety with the emergency services (with Health & Safety)	H1.8			
Instruct Maintenance Department/Contractors to: <ul style="list-style-type: none"> board up as necessary cover assets pump out water display safety notices rope-off all no-go areas 	H1.8			
Provide site plans and mark up restricted areas	H1.8			
Instruct all entering the building on no-go areas and precautions to be taken (with Health & Safety)	H1.8			
Call any additional services that may be required (liaising as necessary with Loss Adjuster via Insurance, Audit & Risk team)	H1.9			
Identify suitable locations for storing salvaged items pending restoration	H1.9			
Put on standby companies that will be required in the future	H1.9			

ESTATE SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
State to whom they will report and agree immediate actions required: <ul style="list-style-type: none"> • protection of assets • stabilising the environment • removal of smoke, water etc. • installation of dehumidifiers • removal of items to other areas/buildings • damage report • categorise recoverable assets • keep records of salvage items removed for safe storage, cleaning, etc., note destination. Obtain signatures for items removed. 	H1.9			
Inform Security of actions placed in hand and reporting procedure	H1.9			
Call service providers as required and instruct on essential emergency action	H1.10			
Request that Faculty and Service Heads list urgent items that may need to be salvaged	H1.14			
<i>Dewatering treatment (corrosion protection) of special plant and equipment</i>				
UP TO 48 HOURS				
Prepare alternative facilities to meet immediate short term course needs	H2.1			
For loss of mains power supply call the emergency company to install a generator of suitable capacity	H2.2			
Arrange for the supply of mobile sanitation facilities, servicing and maintenance	H2.3			

ESTATE SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Detail Gold IRT member to assess potentially suitable alternative locations (via Chair)	H2.5			
Place orders for general office equipment and furniture	H2.5			
Monitor and ensure no further discharges (with Sustainability)	H2.14			
<i>Instruct on access to damaged zones to retrieve personal possessions and University assets</i>				
ONGOING				
Call all services necessary to deal with outstanding problems: <ul style="list-style-type: none"> • water supplies • gas supplies • electricity supplies • telephone system • plumbing • central heating • roofing • building work • data cabling • equipment servicing • building drying 	H3.1 (telephone and data cabling, with DD-IT)			
Agree the Project Management Team for major works (with Chair)	H3.1			
Prepare a scope of works and tender documents	H3.1			
Obtain quotations and initiate work	H3.1			
Review progress on electrics and data cabling installation (with DD-IT)	H3.2			

ESTATE SERVICES ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Specify items to be recovered from the damaged site	H3.3			
Check availability of all services	H3.3			
Order or hire all outstanding requirements	H3.3			
Prepare written instructions on planned move to new premises	H3.6			
Agree space allocation with Faculty / Service Heads (with Chair)	H3.6			
Finalise detail on move	H3.6			
Prepare damage reports and estimates of damage	H3.8			
Agree recovery strategy with Loss Adjuster, if required (with Chair / DCRCS / DD-UCS / CFO&EDD-FICS)	H3.8			
Prepare claim in accordance with insurance cover - liaise with Loss Adjuster re interim payment (with CFO&EDD-FICS, DCRCS, DD-UCS)	H3.8			
Check 'New Building' specification against requirements (with Chair)	H3.10			
Obtain detailed specifications and quotations for reinstatement of: <ul style="list-style-type: none"> • Structural damage • Fittings • Redecoration • Services • Outstanding decontamination and deodorising 	H3.11			
Place building contract	H3.11			
Consultants will advise on recovery coordination	H3.11			

ESTATE SERVICES ACTIVITY	APPENDIX H REFEERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Liaise with Loss Adjusters (with Divisional Director of University Corporate Services, via Insurance, Audit & Risk Team)	H3.11			
Establish replacement requirements for building contents	H3.11			
Check original asset list against recovered items	H3.11			
Check availability of supplies. Place orders	H3.11			
Agree schedule for moving	H3.14			
Building - agree termination of lease	H3.14			
Chair informed				

I 6 Director of Commercial, Residential & Campus Services

Reporting line to the CFO&EDD-FICS.

Many actions shown in tables I5 and I6 are likely to require collaboration between the Director of Commercial, Residential & Campus Services and the Director of Estate Services.

CAMPUS SERVICES	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Emergency services in attendance: make contact with the University Incident Manager. Briefly visit the site for an eye witness account (if appropriate)	H1.4			
Emergency phase concluded: visit site and make contact with the University Incident Manager	H1.4			
Confirm Incident Command Centre availability	H1.5			
Establish number of students to be found accommodation	H1.6			
Liaise with Chair about the short term accommodation strategy: <ul style="list-style-type: none"> Alternative accommodation within the University stock Vacancies at local hotels, B&Bs and studentpad listings Vacancies at third party student accommodation providers Doubling up in remaining accommodation Communal halls that can be used Asking those who can stay with friends / return home to do so 	H1.6			

CAMPUS SERVICES	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
<ul style="list-style-type: none"> Acquire supplies and services <ul style="list-style-type: none"> - bunks - sleeping bags - mattresses - bed linen packs - coaches - Portakabins Arrange dining/food preparation facilities Hire portable washrooms 	H1.6			
Instruct Security of requirements for the damaged premises.	H1.7			
UP TO 48 HOURS				
Arrange control of access to the Incident Command Centre	H2.4			
Detail Gold IRT member to assess potentially suitable locations	H2.5			
Place orders for general office equipment	2.5			
ONGOING				
Prepare list of equipment needs and office supplies requirements	H3.3			
Prepare written instructions on temporary working arrangements (with Team Secretary and DD-IT)	H3.6			
Prepare written instructions on planned move to new premises (with DES)	H3.6			
Agree recovery strategy with Loss Adjuster, if required (in conjunction with Chair, DES, DD-UCS and CFO&EDD-FICS)	H3.8			

CAMPUS SERVICES	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Prepare claim in accordance with insurance cover - liaise with Loss Adjuster re interim payment (in conjunction with CFO&EDD-FICS, DES and DD-UCS)	H3.8			
Building – agree termination of any leases (in conjunction with DES)	H3.14			

I 7 Divisional Director of Information Technology

DIVISIONAL DIRECTOR OF INFORMATION TECHNOLOGY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
<i>Installation engineers placed on standby</i>				
<i>Check with Faculty and Service Heads (or IRT Chair) to determine priority of installation</i>				
Notify IT disaster support / installation company	H1.9			
Re-configure systems if possible	H1.11			
IT equipment replacement needs established, ordered	H1.11			
Prioritise IT installation in accordance with Faculty and Service requirements	H1.11			
Provide centralised alternative to local systems where appropriate and where required by Faculty Operations	H1.11			
Fail over to St Luke's servers	H1.12			
Restore back-ups from Rubrik	H1.12			
Provide guidance to client groups on arrangements for access and data back-up procedures	H1.12			
Establish and list which lines are still available at present location; <ul style="list-style-type: none"> • Telephone • Email 	H1.13			
If there is serious disruption to communication services invoke diversion of lines etc.	H1.13			

DIVISIONAL DIRECTOR OF INFORMATION TECHNOLOGY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Order additional mobile telephones if required, for immediate delivery	H1.13			
Provide dedicated lines for staff, students and media	H1.13			
UP TO 48 HOURS				
Agree longer term location of Incident Command Centre, with necessary IT systems. (Advise Chair)	H2.4			
Arrange installation of central computer and network systems, and telephones at alternative premises.	H2.5			
Salvage undamaged PC's/laptops and reconfigure at new location	H2.8			
Purchase additional PC's/laptops as required and arrange for delivery and installation at specified locations (having determined priorities)	H2.8			
Check with Faculty and Service Heads to determine priority of installation.	H2.8			
Restore back-up files to users	H2.8			
If necessary, install temporary telephone lines	H2.9			
ONGOING				
Review progress on electrics and telephone / data cabling installations (with DES)	H3.2			
Arrange cleaning and rectification of reusable IT equipment	H3.2			
Order and install new IT equipment and file servers	H3.2			

DIVISIONAL DIRECTOR OF INFORMATION TECHNOLOGY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Restore all software and data	H3.2			
Refer to forms returned by Faculty and Service Heads for additional urgent requirements	H3.2			
Notify Faculties and Services when systems are operational	H3.2			
Arrange any new data back-up procedures	H3.2			
<i>For temporary facilities/new site:</i>				
Connect telephones	H3.3			
Agree timetable for installation of IT equipment for central computer systems	H3.3			
Prepare written instructions on temporary working arrangements (with Team Secretary and DCRCS)	H3.6			
Provide general enquiry number for dealing with staff problems (with EDD-HR)	H3.6			
Assist Faculty and Services' senior managers with instructing their staff and students on new arrangements (with EED-EEG and EDD-HR).	H3.6			
Provide general enquiry number for dealing with staff problems	H3.6			
Arrange venue or virtual environment for briefings (with Chair/EDD-EEG/DD-IT/ EDD-HR)	H3.6			
New building - agree timetable for installation of IT equipment	H3.10			
Schedule transfer of equipment from present location	H3.12			

DIVISIONAL DIRECTOR OF INFORMATION TECHNOLOGY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Arrange for communications company to re-instate network	H3.12			
<i>Schedule installation dates and instruct contractors</i>				
Notify Faculty and Service Heads when systems are operational	H3.12			
Reinstatement of voice and data lines <ul style="list-style-type: none"> • Check equipment requirements (exchange, modems) • Place orders for equipment • Schedule installation dates • Instruct contractors • Notify users (with EDD-EEG) 	H3.13			
Reappraise back-up requirements. Order as necessary.	H3.15			
Chair informed				

I 8 Director of Education Services & Student Experience

Reporting line to the Deputy Registrar and Executive Divisional Director of Education and Academic Services.

See also table '[I4 Executive Divisional Director of Human Resources](#)' above, for those activities which could also relate to student welfare.

EDUCATION & STUDENT SUPPORT ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Initiate the Incident Line via the Business Manager, Faculty Operations	H1.5			
Request that Faculty/Service Heads prepare list of staff and students who will need access to remove essential items etc. Help Faculty/Service Heads make contact with the staff and students. (With EDD-HR)	H1.14			
UP TO 48 HOURS				
Allocate available facilities (Timetabling & Room Bookings), to meet immediate short term course needs	H2.1			
ONGOING				
Chair informed				

I 9 Divisional Director of University Corporate Services

COMPLIANCE, GOVERNANCE & RISK ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Inform Legal Services and Insurance, Audit & Risk Team	H1.2 & H1.16			
Check position of legally binding contracts	H1.16			
UP TO 48 HOURS				
Arrange meeting with Loss Adjuster (via Insurance, Audit & Risk Team)	H2.13			
ONGOING				
Arrange meeting with Loss Adjuster (via Insurance, Audit & Risk Team)	H 3.8			
Agree recovery strategy with Loss Adjuster, if required (with Chair / DCRCS / DES / CFO&EDD-FICS).	H3.8			
Prepare claim in accordance with insurance cover - liaise with Loss Adjuster re interim payment (with CFO&EDD-FICS / DCRCS / DES).	H3.8			
Appoint Legal Advisers if required (with Chair, via Legal Services)	H3.8			
Liaise with Loss Adjusters (via Insurance, Audit & Risk Team)	H3.11			
Chair informed				

I 10 Team Secretary

TEAM SECRETARY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
<i>Keep minutes of all Gold IRT meetings and resultant actions, including reasons for decisions (taking into account the potential for having to disclose the records to third parties if there is a Freedom of Information request, Subject Access Request or legal proceedings).</i>				
Document preliminary damage assessment findings and actions	H1.4			
Incident Command Centre established	H1.5			
Monitor and record all movements to new locations	H1.6			
<i>Telephone lists updated and distributed</i>				
<i>Hotline for external enquiries set up</i>				
<i>Log book provided for recording events/meetings</i>				
<i>Secretarial services available</i>				
<i>Special needs of Gold IRT members established</i>				
Add new numbers to telephone contact list	H1.13			
Issue telephone contact list to Gold IRT members	H1.13			
UP TO 48 HOURS				
Update telephone contact list. Circulate to Team members.	H2.4 & H3.5			

TEAM SECRETARY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
If necessary prepare schedule for 24 hour operation of the Incident Command Centre (with Chair).	H2.4			
ONGOING				
Prepare written instructions on temporary working arrangements	H3.6			
Record names of the Faculty and Service Heads or deputies (or others) identified to head up silver teams.	H3.9			
Chair informed				

I 11 Security

Reporting line to Director of Commercial, Residential and Campus Services

SECURITY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Follow University Incident Manager procedures in the University's 'Emergency Response to a Major Incident Plan' (Appendix L)	H1.2			
Assess whether all persons are accounted for including visitors and contractors	H1.2			
<i>Surrounding property/walkways at risk</i>				
<i>Additional security needs satisfied</i>				
If required, obtain protective clothing for persons wishing to enter building (with Health & Safety)	H1.7			
Inform Security personnel of authorised persons who may need access to the premises	H1.7			
Provide Visitor Register (Appendix O5)	H1.7			
Instruct staff on access procedures	H1.14			
UP TO 48 HOURS				
Arrange security for new premises	H2.6			
ONGOING				
Assess and confirm all revised security requirements	H3.4			
Arrange and instruct on requirements	H3.4			
Chair informed				

I 12 Health & Safety

Reporting line to Assistant Director, Compliance and Risk

HEALTH & SAFETY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Emergency services in attendance: make contact with the University Incident Manager	H1.4			
Emergency phase concluded - visit site and make contact with the University Incident Manager (with DES / DCRCS)	H1.4			
<i>Health and Safety Executive notified (if necessary), see Appendix J</i>				
<i>Environmental Health notified (if necessary), see Appendix J</i>				
<i>Register of Visitors retrieved and pass to Chair/EDD-HR</i>				
<i>Surrounding property/walkways at risk</i>				
<i>Public warnings necessary</i>				
<i>Neighbouring owners/tenants informed</i>				
If required obtain protective clothing for persons wishing to enter building (with Security)	H1.7			
Issue health and safety advice to all those entering the damaged location (with DES)	H1.7			
Check building safety with the emergency services (with DES)	H1.8			
Instruct all entering the building on no-go areas and precautions to be taken	H1.8			
Brief contractors on safety	H1.10			

HEALTH & SAFETY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
Instruct staff on access procedures	H1.14			
UP TO 48 HOURS				
Arrange safety for new premises	H2.6			
ONGOING				
Assess and confirm all revised safety requirements	H3.4			
Arrange and instruct on requirements	H3.4			
Chair informed				

I 13 Sustainability

Reporting line to CFO&EDD-FICS

SUSTAINABILITY ACTIVITY	APPENDIX H REFERENCE	ACTION REQUIRED	DATE ACTIONED	SIGNED
DAY ONE				
Invoke Environmental Emergency Preparedness & Incident Response Plan (see Appendix L)	H1.9			
University's Environment Incident Response Team mobilised	H1.9			
Specialist contractor engaged for containment, clean up and disposal (see Appendix J)	H1.9			
South West Water notified (if there is discharge to the Foul Sewer, see Appendix J)	H1.9			
Environment Agency notified (if there is discharge to Controlled Waters (see Appendix J)	H1.9			
UP TO 48 HOURS				
Monitor and ensure no further discharges (with DES)	H2.14			
ONGOING				
Environmental Incident Report completed (retain for 3 years)	H3.16			
Chair informed				

Page 117 of 153
Version 15.0 August 2025) CONFIDENTIAL

Appendix J – External Services / Organisations Contact Details

ORGANISATION	CONTACT DETAILS	NOTES
<u>Emergency Services</u>		
Fire & Rescue	Emergency 999 or 112	Automatic in some cases (e.g. activation of some fire alarms)
Police	Emergency 999 or 112	
Ambulance	Emergency 999 or 112	
Hospital: Royal Devon University Hospital Trust	01392 411611	
<u>Regulators</u>		
Exeter City Council Environmental health issue reporting form	https://exeter.gov.uk/clean-safe-city/environment/report-an-environmental-health-issue/	
Health & Safety Executive	Report online 0345 300 9923 (fatalities only - see notes)	All incidents can be reported online but a telephone service is also provided for reporting fatalities only - call the Incident Contact Centre on 0345 300 9923 (opening hours Monday to Friday 8.30 am to 5 pm). How do I report an incident?
Environment Agency	0800 807 060	Incident hotline, 24hr
<u>Utilities</u>		

ORGANISATION	CONTACT DETAILS	NOTES
National Gas	0800 111 999	Gas emergencies, 24 hr
National Grid - electricity	0800 6783 105 or call 105 for power cuts and emergencies	Emergency information, 24hr
Water Authority: South West Water Business Services – Pennon Water Services	<p>0344 346 2020</p> <p>Monday – Friday 8am – 6pm, Saturdays – 9am – 1pm</p> <p>(SWW Business Customer Helpline)</p> <p>Other times</p> <p>01202 501691 (Pennon Water Services Out of Hours)</p> <p>The caller should state “This affects a Sensitive Customer Site”.</p> <p>Ensure a case number is obtained from the call handler</p>	<p>Follow up</p> <p>Send an email to Wendy Morgan</p> <p>Key Account Manager</p> <p>wendy.nash@pennonwaterservices.co.uk</p> <p>07557 480544</p>
Water Authority: South West Water	0344 346 2020	Emergency helpline, 24 hr
<u>Pollution control</u>		
Seed Environmental	0844 381 5650	Spill response: contamination remediation and restoration
<u>Local Councils</u>		
Exeter City Council	01392 277888	Including out of hours emergencies

ORGANISATION	CONTACT DETAILS	NOTES
Devon County Council Duty Officer	01392 382808 (diverts to Duty Officer mobile) Emergencyplanningdutyofficer-mailbox@devon.gov.uk Duty Officer email (not for initial means of communication)	The emergency services will liaise with DCC regarding the provision of emergency shelter and rest centres.
<u>Insurance</u>		
NB: The details shown below are for property claims. During office hours, property claim notification should be made via the Insurance, Audit & Risk Team (01392 72 3087, insurance@exeter.ac.uk), or the Insurance, Audit & Risk Manager, (contact details shown in Appendix A). However, if this is not possible, contact can be made directly with the Loss Adjuster or Insurer. Immediate contact is required where a building is unsafe, insecure, or people are at risk.		
Sedgwick Loss Adjusters (Property Incidents)	Emergency number (24 hour): 0345 600 7082. Helpline@uk.sedgwick.com Quote Axa XL policy number UK00009526PR23A	
Aon Commercial Risk Solutions	Revan Jones Email: revan.jones@aon.co.uk Tel: 0113 393 6365 Mobile: 07889 304 751 Richard Scott Client Manager richard.g.scott@aon.co.uk Mobile: (0) 7920 559 488 Quote Axa XL policy number UK00009526PR23A	

Appendix K – Incident Support Group, ToR extracts

Key sections from the Incident Support Group Terms of Reference, V1.0 (June 2022) are shown below.

K1 Incident Support Group Leads

The Incident Support Group **Leads** (as at July 2024) are shown in the table below. Contact **one** of the Leads to invoke the Group. The Lead will mobilise other Incident Support Group members.

Name	Position
Alan Orgee	Estate Services, Assistant Director of Engineering and Direct Works
Hannah Jones	Strategic Delivery Unit, Programme Manager
Roo Haywood Smith	Deputy Director of Faculty Operations, Humanities, Arts and Social Sciences
Nina Sidney-Wicks	FICS, Business Manager

K2 Purpose

To act as a ‘think tank’, advising the Gold Incident Response Team during live incidents when immediate pressures may constrain opportunities for Gold team members to think widely about impacts and risks, alternative response strategies, or to consider a range of potential developments and recovery situations.

Where deemed beneficial, the Incident Support Group may also be invoked to support a Silver team. This will require approval from the Gold Incident Response Team Chair or, if absent, their deputy.

K3 Responsibilities of the Incident Support Group

Standing outside the decision-making process, the role of this Group is to support the Gold Incident Response Team during live incidents by offering and prompting thoughts about:

- good incident management practice, including the University’s incident response and business continuity procedures

- the impacts, risks and opportunities associated with the incident and recovery period
- best, reasonable and worst case projections
- alternative incident management strategies
- early preparations and interventions and that could benefit the longer-term response and recovery
- specific aspects of the response and recovery (advisory role only), as requested by the Chair of the Gold Incident Response Team

K4 Invoking and standing down the Incident Support Group

Responsibility for invoking and standing down the Incident Support Group rests with the Chair of the Gold Incident Response Team.

Following invocation, the responsibilities of the Incident Support Group Lead include:

- Selecting at least two other members of the group to form the initial Incident Support Group team
- Setting up a handover team
- Ensuring deputies and handover rotas are put in place on day 1, including for the role of Lead – rotation of duties is important to support wellbeing, clear thinking and to avoid ‘group think’
- Submitting requests to the Gold Chair for additional members to join the Group, where appropriate (e.g. to include a relevant skill set or area of expertise)
- Leading the Group in the performance of its advisory role
- Scheduling meetings / co-locating the Group physically or in a virtual environment
- Considering how best to share and display information
- Liaising with the Gold Incident Response Team, including attendance at Gold Incident Response Team meetings when invited
- Arranging administrative support (e.g. note taking) if required

K5 Attendance at Gold Incident Response Team meetings

The Gold Incident Response Team Chair is responsible for ensuring the Incident Support Group Lead is invited to Gold Incident Response Team meetings.

K6 Record keeping

On occasion an action point note may be taken to inform feedback to the Gold Incident Response Team. Other documentation may also be prepared for submission to the Gold Team. Members of the Incident Support Group are responsible for retaining their notes, formal and informal, until all post-incident debriefs and enquiries have concluded.

Appendix L – Scenario Based Incident Plans

These scenario based responses are for use where a specific situation can be both predetermined and prepared for.

Title	Owner
Emergency Response to a Major Incident Plan	Peter Scargill, Director of Commercial, Residential and Campus Services
Infrastructure Incident Plan	James Hutchinson, Director of Estate Services
Welfare Incident Plan	Alison Davidson, Director of Health, Welfare and Sport
Major Event Incident Management Plan	Tracey Allen, Insurance, Audit & Risk Manager
Library Disaster Control Plan	James Anthony-Edwards, University Librarian
7 Step Emergency Spill Response Guide	Estate Services
Forum Multi-agency / Silver Meeting Room Procedure Note	Tracey Allen, Insurance, Audit & Risk Manager
Human Influenza Pandemic Plan	Kate Lindsell, Assistant Director, Compliance and Risk
Meningitis University Policy and Code of Practice	
Severe Weather University Contingency Plan	Peter Scargill, Director of Commercial, Residential and Campus Services
Incident Line	Lizzie Caughey, Business Manager, Faculty Operations
International Travel Incident Response Plan	Tracey Allen, Insurance, Audit and Risk Manager
Generic Silver Incident Response Plan	Tracey Allen, Insurance, Audit and Risk Manager

Quick reference list of recovery options in the event of a property loss

The following quick reference list of recovery options has been compiled for Gold IRT to consider in the event of a property loss. The options can be accepted or discarded as appropriate to the situation. Compliance with health and safety and employment legislation must be maintained when implementing any recovery strategy.

Use of existing premises

- Allocate staff to vacant workstations (due to leave, sickness, hybrid working, etc.)
- Prioritise desk allocation to support time-critical activities, and displace usual incumbents
- 'Budge up' to put more desks in existing offices
- Use student PC clusters
- Reassign open spaces in buildings
- Reassign meeting rooms

Use of alternative premises

- Seek help from the HEI / local business community
- Rent space / buildings from a third party
- Erect temporary buildings, e.g. Portakabin / Losberger De Boer

Working hours

- Introduce a rota to share workstations
- Adjust / remove core hour requirements
- Adjust working day parameters
- Encourage homeworking

Team work / morale

- Keep teams together if possible
- Ensure each member of staff can come to the work place at least once a week, or that teams meet virtually

Appendix M – Departmental / Service Recovery Procedures and Key Contacts

Title	Owner / Key Contact
FICS – Commercial, Residential and Campus Services Business Continuity Plans	
Accommodation Office	Accommodation Office Manager – Helen Whyte
Facilities Operations	Deputy Director of Commercial, Residential and Campus Services – Sarah Snow
Grounds	Grounds Operations Manager – Dave Evans
Hospitality, Conferencing and Event Food Services	Head of Commercial Operations – Simon Law
Residence Operations	Residence Operations Manager Jenny Houghton
Retail Catering	Head of Commercial Operations – Simon Law
Retail Shops	Head of Commercial Operations – Simon Law
Security	Head of Security, Parking and Transport Operations – Dan Nicoll
Transport and Car Parking	Head of Security, Parking and Transport Operations – Dan Nicoll
University Event Exeter	Head of Event Operations – Steve Whyte
University Reception	University Reception Team Leader – Lyn Jordan
FICS – Estate Services Business Continuity Plans	
Campus Services Help Desk and Stores	Works Allocation Team Leader, Estate Services – Haydn Wall
Engineering & Direct Works	Assistant Director, Engineering and Direct Works – Alan Orgee
FICS – Finance Services Business Continuity Plans	

Title	Owner / Key Contact
Financial Planning and Reporting	Director of Finance – Joe Wall
Research Services – Technical Services Business Continuity Plans	
Technical Services	Project and Operations Manager – Emma McArdle
UCS Business Continuity Plans	
Finance Services Procurement and Operations	Project and operations Manager - Rich Bean will link into Director of PS Connect – Donna Fitzgerald
Policy and Planning	Assistant Director, Strategic Planning – Fiona Spence
Digital Business Continuity Plans	
Business Intelligence	Assistant Director, Business Intelligence -Gareth Jones
IT Services Disaster Recovery and Business Continuity Plans	
IT Services disaster recovery and incident management procedures	IT Services Continuity Manager – Matt Aiken
Education and Academic Services Business Continuity Plans	
Education Hubs	Head of Education Support – Elaine Cordy
Exams & Assessments	Exams Manager - Stuart Attwell
Faculty Operations	Business Manager, Faculty Operations – Lizzie Caughey
Graduation	Director of Teaching Excellence and Student Experience – Roscoe Hastings
Library	University Librarian – James Anthony-Edwards

Title	Owner / Key Contact
Student Employability and Academic Success	Head of Student Employability and Academic Success – Paul Blackmore TBC from Dec 25
Student Information Desk	SID Manager – Roxanne Grimmett
Student Records	Student Administration Operations Manager – Jodie Davies
Timetabling & Room Bookings	Timetabling Manager – James Major
Wellbeing and Welfare Services	Head of Wellbeing and Welfare – Kirsty Grant
External Engagement and Global Business Continuity Plans	
Communications Major Incident Communication Action Cards	Assistant Director, Communications – Rob Mitchell
Global Advancement	Head of Operations – Lisa Williams
Global Partnerships	Head of Global Partnerships – James Smith
Print Services	Head of Multimedia and Print Services – George Moore
Student Access Recruitment & Admissions	Assistant Director, Admissions and UK Recruitment – Dr Katherine Lloyd Clark
Exeter Innovation	
Exeter Innovation	Director of Exeter Innovation – Chris Evans
Human Resources Business Continuity Plans	
Human Resources	Business Manager to the Director of Human Resources – Dr Gail Reeves
Faculties – Business Continuity key contacts	
Faculty of Health and Life Sciences	Director of Faculty Operations – Dr Tom Begbie

Title	Owner / Key Contact
Faculty of Environment, Science and Economy	Director of Faculty Operations – James Hutchinson
Faculty of Humanities, Arts and Social Sciences	Director of Faculty Operations – Cathy Durston
Cornwall Business Continuity key contacts	
Assistant Director of Cornwall Ops	Catriona Taylor
Technical Strategy & Operations Faculty Partner for Penryn	Lucy McTaminey
Campaign Manager	Rachel Caunter
Department Manager, Ecology and Conservation	Lisa Morgan
Department Manager, HaSS Cornwall	Daniela Farina (until 31 December 25) Mark Plummer
Department Manager, Earth and Environmental Science	Jen Milsom
IT Business Partner, Cornwall	Dean Archer
Falmouth Exeter Plus, Executive Director	Stuart Gaslonde
Falmouth Exeter Plus	Senior Head of Corporate Support and Compliance – Kerry Ray (Development of the FX Plus incident response and business continuity framework at the Penryn campus, including the SharePoint repository for plans.)
Head of Education Services & Student Experience, Cornwall	Chez Crickmere
Senior Project Manager, Capital Development	Peter Howells

Penryn campus incident response - overview of UoE interaction

The FX Plus Incident Response Plan and Guidance sets out how FX Plus, Falmouth University and the University of Exeter will work together to respond to a critical incident. The plan is available to authorised UoE colleagues via an FX Plus SharePoint site. The table below illustrates how UoE colleagues can contribute to the response at Penryn and link in to the UoE's internal response framework.

Incident impact and risk assessment	FX Plus assess impact and risk with campus partners - UoE colleagues support this process by providing the University's perspective.
Penryn Bronze response group	If required, UoE colleagues contribute skills and expertise to the Penryn Bronze response group.
Penryn Silver response group	<p>UoE colleagues are included in the Penryn Silver response group membership.</p> <p>UoE colleagues who are members of the Penryn Silver response group follow UoE processes to share information / escalate for action within the University, having due regard for any communication mechanisms that are established by the Penryn Silver response group. If the University needs to establish its own response team to manage UoE specific aspects of the response, the UoE responders should seek to coordinate their actions with those of the Penryn Silver response group.</p> <p>The Penryn Silver response group's procedures include informing the Penryn Gold response group that Penryn Silver has formed.</p>
Penryn Gold response group	<p>The Penryn Gold response group includes representation from UoE.</p> <p>UoE colleagues who are members of the Penryn Gold response group follow UoE processes to share information / call for action within the University, having due regard for any communication mechanisms that are established by the Penryn Gold response group.</p>
Debrief	UoE representatives on Penryn Gold, Silver and Bronze response groups are invited take part in Penryn's incident debrief process. They should also be invited to participate if the University holds an internal debrief. This is to support continuous improvement.

Appendix N - Stakeholders

This purpose of this list is to identify groups of stakeholders that might be affected by a major incident. It is not exhaustive, the intention being to trigger thought about who should be considered when an incident arises, and during the recovery process.

Students		
Full-time, part-time, interrupted, distance learning, apprentice	Streatham, St Luke's, Cornwall campuses, RILD, Heavitree, Wonford, Knowledge Spa	Living in University of Exeter residence
Undergraduate	Carers	Living in private sector accommodation
Post-graduate Taught / Research	Prospective students	Living at home
Honorary graduates	Alumni	Parents / carers of students
On placement (UK, overseas, inbound/outbound)	INTO	
UK, European, International	EDI considerations	

Staff		
Full-time, Term-time, Part-time, Temporary Resourcing Unit, agency workers	Seconded (to / from University of Exeter)	Academic
Retired / Retired Staff Association	Homeworkers	Professional Services
Streatham, St Luke's, Cornwall campuses, RILD, Clinical Skills Unit, Exeter Science Park, Knowledge Spa, London Offices (HLS and Business School)	Agents abroad	Resident staff

Staff		
Employed by third party (INTO, UPP, etc.)	Prospective staff	On leave (annual, maternity, paternity, adoption, parental, compassionate, emergency, sick, jury service, sabbatical, study, career break)
Employed students	Honorary staff	EDI considerations
Trade Unions		

Local Community		
Community engagement programme	Bus services (Stagecoach)	Police
Community Challenge	Cycle Exeter	Local schools
Organisations supported by student volunteers	Carsharedevon	Hospital / welfare facilities
Staff	Taxis	Exeter City Council
Local residents	Highways	East Devon District Council
Students	Shops and businesses	Devon County Council
Rail services	Media	Cornwall County Council
Faith groups		

Partners & Funders		
Students' Guild, SU	Research funding (Govt, Companies, Trusts, Research Councils)	Falmouth Exeter Plus

Partners & Funders		
Collaborative partners (e.g. GW4 and other Universities, Met Office, EDF, Santander Universities, Pennon etc.)	Subsidiaries	NHS
Other parties on site (Northcott Theatre, UPP, INTO, Tops Exeter, other tenants)	Sponsors	Exeter Science Park
Constructors	Falmouth University	Alumni, benefactors & legacy donors
Government	University of Plymouth	

Suppliers		
Local	Contractors	Goods delivered to campus
National	Consultants	Services (e.g. maintenance, legal advice, auditors)
International		

'Other' Customers		
Tenants	Evening classes	Visitors (day, or staying)
Sports Park users Streatham / St Lukes	Summer Schools	Dignitaries
British Universities & Colleges Sport	Conferences / events	Weddings
Theatre goers		

Appendix O - Forms

O1 - Incident Log

Start the Incident Log by noting the time the incident was reported to you, the time you declared the incident and a quick note of actions taken so far.

DATE/TIME	ACTIVITY	ACTION	OWNER	COMPLETED
	Activity, Decision, Instruction or Briefing (A, D, I or B)			
<i>e.g.</i> 22/07/2024 15:30	<i>D – Staff unable to re-enter Northcote House today.</i>	<i>Inform staff they can go home</i>	<i>Joe Bloggs</i>	<i>15:45</i>

Completed by

O 2 – Call Management Log

Following an incident, it may be necessary to call a variety of people, both internal and external to the University. The table below outlines some of the information that needs to be captured in order to monitor calls:

Person Called & Organisation	By Whom	Date/Time	Message/Response/Outcome

Completed by

O 3 – Casualty List

NB: Accident / Near Miss Forms should always be completed

NAME OF CASUALTY	DETAILS OF INJURY	COMMENT (e.g. taken to ?which? hospital by ambulance)	INFORMATION PROVIDED BY [NAME]

Completed by Date Time

O 4 - Damage Assessment Form

ASSET	IMPACTED AREA(S)	COMMENT (e.g. Possible Recovery Procedure)
Building(s) 1. [Floor/area name] 2. [Floor/area name] 3. [Floor/area name]	Services / Functions Affected 1. 2. 3.	
Critical Applications		
PC/LAN Network		
Wide Area/VPN		
Other IT Services		
Vital Records/Data		
Telephony		
Report Conducted by:..... Date: __/__/____ Time: __ / __ am/pm		Possible Salvage Options:

O 5 – Visitors Emergency Register

VISITORS EMERGENCY REGISTER								
Date / /								
Visitor's Name (Please Print)	Visitor's Signature	Visitor's Company	Pass Number	Visitor's Host	Visitor Cleared	Security Signature	Time	
							In	Out

O 6 – Emergency Expenditure Log

ITEM	COMMITMENT (£)	PURPOSE (e.g. welfare)	APPROVED BY [NAME]
<i>e.g. 100 x £10 vouchers for meals</i>	<i>£1,000</i>	<i>Student welfare</i>	<i>Chris Smith, IRT Chair</i>

Completed by

O 7 – Health & Safety Risk Assessment Form

The latest version of this form is available from the [Health and Safety Hub](#).

GENERAL RISK ASSESSMENT FORM

Faculty/Department			Date of Risk Assessment	
Name of person carrying out assessment			Job Title	
DESCRIPTION Give details of the process, task, activity, event etc. being risk assessed				
HAZARD IDENTIFICATION Hazard - something with the potential to cause harm within the process, task etc. you are assessing. NB: Consider things that you can “foresee” / imagine going wrong and how this could happen?	Ref:	Hazard	Who and How Many can be harmed? e.g. student, staff, contractors etc.	How can they be harmed? Describe
	A			
	B			
	C			
	D			
	E			
	F			
EXISTING CONTROL MEASURES IN PLACE What control measures are already in place to reduce the risk of the hazard becoming a reality? Refer to the hazards identified above i.e. A B C D etc.	Ref:	You may combine some of the hazards together if one control measure addresses more than one hazard e.g. A, C & E to save repeating the same information		
	A			
	B			
	C			
	D			
	E			

	F	
--	---	--

<div>RISK ASSESSMENT SCORE</div> <div>Use the consequence (table 1a) and likelihood (table 1b) tables overleaf to calculate the risk score (table 1c)</div> <div>NB: Take into account existing controls</div>	Risk	Consequence (1-5)	X	Likelihood (1 - 5)	=	Risk Score (1-25)
	A					
	B					
	C					
	D					
	E					
	F					

ACTION PLAN – things that need to happen now to control / reduce risk further			
Risk	Further Action Required To Control Risk	By Whom	Date Complete
A			
B			
C			
D			

E			
F			
NB: When actions are complete they need to be transferred to the section above as now being ‘control measures already in place’. The risk rating scores may also need to be amended to acknowledge that these additional controls measures are now in place.			

ASSESSMENT SIGN OFF			
Assessor’s Signature			
Manager’s Name		Manager’s Signature	
Date signed		Local monitoring to be performed by:	
Review Period: (please circle as appropriate)	continuous daily weekly monthly annually after significant change		
Risk Assessment Review Dates:		Copies of Assessment to: (please identify)	

Table 1a Consequence Scoring Matrix

Hazard Descriptor	ref	Consequence				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
Injury	a	Minor injury not requiring first aid treatment	Minor injury (e.g. cut, bruise) / illness (e.g. faint) requiring first aid treatment	Moderate injury (e.g. sprain, strain, fractures) / ill health / absent from work/studies for more than 3 days but less than 7 days	Major / multiple injuries / long-term incapacity / disability / absent from work/studies for 7 days or more	Serious injury / multiple persons injured / permanent incapacity / fatality
Student Experience	b	Unsatisfactory experience (resolved)	Unsatisfactory experience (readily resolved)	Mismanaged (short term effects)	Mismanaged (long term effects)	Totally unsatisfactory outcome or experience
Complaint / Claim Potential	c	Locally resolved complaint	Justified complaint	Below excess claim / justified complaint involving lack of appropriate care	Claim above excess level / multiple justified complaints	Multiple claims or single major claim
Objectives / Projects	d	Insignificant costs increase / schedule slippage /barely noticeable reduction in scope or quality	<5% over budget / schedule slippage / minor reduction in quality / scope	5-10% over budget / schedule slippage / reduction in scope of quality requiring client approval	1-25% over budget / schedule slippage / doesn't meet secondary objectives	>25% over budget / schedule slippage / doesn't meet primary objectives
Service / Business Interruption	e	Loss / interruption <1 hour	Loss / interruption >8 hours	Loss / interruption >1 day	Loss / interruption >1 week	Permanent loss of service or facility
Human Resources / Organisational Development	f	Short-term low staffing level / temporary reduction in service quality <1 day	Ongoing low staffing level reduction in service quality	Late delivery of key objectives / services due to lack of staff (e.g. recruitment, retention, sickness) . Minor error due to insufficient training / ongoing unsafe staffing level	Uncertain delivery of key objective/service due to lack of staff	Non-delivery of key objective/service due to lack of staff / loss of key staff / very high turnover

Staff Experience	g	Unsatisfactory experience (resolved)	Unsatisfactory experience (readily resolved)	Mis-managed (short term effects)	Mis-managed (long term effects)	Totally unsatisfactory outcome or experience
Financial	h	Small loss >£100	Loss >£1,000	Loss >£10,000	Loss >£100,000	Loss >£1,000,000
Inspection / Audit	i	Minor recommendations / minor non-compliance with standards	Recommendations given / non-compliance with standards	Challenging recommendations / non-compliance	Enforcement Action / multiple challenging recommendations / major non-compliance	Prosecution / severely critical report
Adverse Publicity / Reputation	j	Rumours	Local Media (short-term)	Local Media (long-term)	National Media <3 days	National Media >3 days MP concern (Questions in House)

Table 1b **Likelihood Score**

	1	2	3	4	5
Descriptor	Rare	Unlikely	Possible	Likely	Almost Certain
Frequency	Not expected to occur for years	Expected to occur at least annually	Expected to occur at least monthly	Expected to occur at least weekly	Expected to occur at least daily
Probability	< 1%	1 – 5%	6 – 20%	21 – 50%	> 50%
	Will only occur in exceptional circumstances	Unlikely to occur	Reasonable chance of occurring	Likely to occur	More likely to occur than not

Table 1c **Risk Score**

LIKELIHOOD	CONSEQUENCE				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
1 - Rare	1	2	3	4	5
2 - Unlikely	2	4	6	8	10
3 - Possible	3	6	9	12	15
4 - Likely	4	8	12	16	20
5 - Almost Certain	5	10	15	20	25

O 8 – Response Tracking Table

For use by the Gold Incident Response Team to collate and track information, actions and decisions.

<div>EMERGENCY RESPONSE AT THE SCENE</div> <div>Record information received and emergency response actions taken here.</div>							
<div>GOLD INCIDENT RESPONSE TEAM</div>							
Date and time	Response strand, e.g. evacuees	Response strand, e.g. care of injured	Response strand, e.g. communications	Response strand, e.g. interested parties	Response strand, e.g. building damage	Response strand, e.g. salvage priorities	Response strand, e.g. security

O 9 – Information Picture Slides

Information picture PowerPoint slides can be shared via Microsoft SharePoint or Teams prior to meetings, to help capture the key points for each Faculty / Service affected by the incident. The Team Secretary should complete slide 2 before inviting Faculty/Service leads to complete their Faculty/Service specific slide and the final Red / Yellow / Green (RYG) slide.

Information picture – all areas

GUIDANCE

These slides help form an information picture to show how the incident is impacting the University, and the actions taken / needed. They will be a useful starting point for further discussion by the Gold Incident Response Team.

- Read the next slide 'Headline issues' which provides a **brief** summary of the incident
- Complete the slide which has been created for your Faculty/Service area. Try to keep entries to one slide per Faculty/Service area.
- Go to the last slide 'RYG status'. Enter details for your Faculty/Service area. A best guess is acceptable.

Headline issues

<<Team Secretary to include a brief description of incident here. Then complete the points below>>

What's happened?

- Point 1
- Point 2
- Point 3

What actions have been instigated so far?

- Point 1
- Point 2
- Point 3

Today's / forthcoming key events

- Point 1
- Point 2
- Point 3

<<Name of Faculty/Service Team Secretary to create a slide for each affected Faculty/Service**>>**

What's happened?

- Point 1
- Point 2
- Point 3

What actions have been instigated so far?

- Point 1
- Point 2
- Point 3

Today's / forthcoming key events

- Point 1
- Point 2
- Point 3

RYG status

	Minimum acceptable standards not met for welfare / delivery of core activities / student experience / finance / compliance / reputation
	Minimum acceptable standards met, but achievement of the University’s strategic goals are threatened with regard to welfare / delivery of core activities / student experience / finance / compliance / reputation
	Minimal impact on welfare / delivery of core activities / student experience / finance / compliance / reputation

Faculty/Service	RYG	Comments

Contents

INCIDENT ROADMAP	2
INTRODUCTION	3
1. INCIDENT REPORTED & GOLD, SILVER OR BRONZE DECLARED	3
2.ACTIVATE INCIDENT COMMAND CENTRE	12
3.IMPACT & DAMAGE ASSESSMENT	15
4.DETERMINE RECOVERY PRIORITIES & STRATEGY	17
5.COORDINATE RECOVERY PROCEDURES & BUSINESS CONTINUITY PLANS	19
6.ONGOING ACTIVITIES	22
7.....DEBRIEF – INCIDENT REVIEW	25
PLAN ADMINISTRATION	27
APPENDIX A – GOLD IRT MEMBERSHIP AND CONTACT DETAILS.....	31
APPENDIX B – GOLD IRT ROLES AND RESPONSIBILITIES	38
APPENDIX C – INCIDENT COMMAND CENTRE.....	46
APPENDIX D – PRIORITISED ACTIVITIES	48
APPENDIX E – BATTLE BAG INVENTORY	51
APPENDIX F – VALUE BASED DECISION MODEL	53
APPENDIX G – AGENDA FOR THE FIRST GOLD IRT MEETING.....	54
Long agenda	54
Shortened agenda example.....	57
APPENDIX H – MANAGING THE INCIDENT: ACTION LISTS BY TIME BAND	58

Introduction	58
H1 Day One Actions	59
H1.1 Summary of Actions Diagram	60
H1.2 Next of Kin/Emergency Contact	61
H1.3 Briefing Senior Management	62
H1.4 Preliminary Damage Assessment	62
H1.5 Incident Command, Media Centre and Incident Line	63
H1.6 Additional Space Requirement	63
H1.7 Security	64
H1.8 Safety	65
H1.9 Clean Up & Salvage	65
H1.10 Building Services Reinstatement	66
H1.11 Reinstatement of IT Systems	66
H1.12 Restoring Central IT Applications	67
H1.13 Establishing Communications	67
H1.14 Staff/Student Instructions	67
H1.15 Public Information	68
H1.16 Insurance, Legal & Finance	69
H2 48 Hour Actions	70
H2.1 Re-use of Existing Facilities: Space Allocation	71
H2.2 Power Supplies	71
H2.3 Sanitation Facilities	71
H2.4 Siting of Incident Command Centre	72
H2.5 Location of Alternative Premises	72
H2.6 Security and Safety of Alternative Premises	72
H2.7 Reinstatement of Critical Central IT Facilities	72
H2.8 Restoring Central PC Applications	73
H2.9 Communications Arrangements at Alternative Premises	73
H2.10 President and Vice-Chancellor Briefing	73
H2.11 Staff & Student Briefing	73
H2.12 Press Information	74
H2.13 Insurance, Legal & Finance	74
H2.14 Clean Up & Salvage	74
H3 Ongoing Actions	75
H3.1 Re-use of Existing Facilities: Reinstatement of Building and Services	76
H3.2 Reinstatement of IT Equipment for Central Computing Systems	76

H 3.3	Use of Temporary Facilities “New Site” and Order of Equipment	77
H 3.4	Security/Safety	77
H 3.5	President and Vice-Chancellor Briefing	77
H 3.6	Staff & Student Briefing	77
H 3.7	Press Information	78
H 3.8	Insurance, Legal & Finance	78
H 3.9	Team Restructuring	78
H 3.10	Long Term Recovery Strategy: New Building	79
H 3.11	Long Term Recovery Strategy: Existing Building Reconstruction & Contents	79
H 3.12	Reinstatement of Central IT Systems	79
H 3.13	Reinstatement of Communications: Voice and Data Lines	80
H 3.14	Vacating Temporary Premises	80
H 3.15	Reinstating Disaster Recovery Capability	80
H 3.16	Clean Up & Salvage	81

APPENDIX I – MANAGING THE INCIDENT: ACTION LISTS BY AREA OF RESPONSIBILITY 82

Introduction	82
I 1 Chair	83
I 2 Chief Financial Officer & Executive Divisional Director of Finance, Infrastructure & Commercial Services	87
I 3 Executive Divisional Director of External Engagement and Global	89
I 4 Executive Divisional Director of Human Resources	93
I 5 Director of Estate Services	96
I 6 Director of Commercial, Residential & Campus Services	102
I 7 Divisional Director of Information Technology	105
I 8 Director of Education Services & Student Experience	109
I 9 Divisional Director of University Corporate Services	110
I 10 Team Secretary	111
I 11 Security	113
I 12 Health & Safety	114
I 13 Sustainability	116
I 14 Spare Checklist	117

APPENDIX J – EXTERNAL SERVICES / ORGANISATIONS CONTACT DETAILS	118
APPENDIX K – INCIDENT SUPPORT GROUP, TOR EXTRACTS.....	121
K1 Incident Support Group Leads.....	121
K2 Purpose	121
K3 Responsibilities of the Incident Support Group	121
K4 Invoking and standing down the Incident Support Group	122
K5 Attendance at Gold Incident Response Team meetings.....	122
K6 Record keeping.....	122
APPENDIX L – SCENARIO BASED INCIDENT PLANS.....	123
APPENDIX M – DEPARTMENTAL / SERVICE RECOVERY PROCEDURES AND KEY CONTACTS.....	125
Penryn campus incident response - overview of UoE interaction.....	129
APPENDIX N - STAKEHOLDERS	130
APPENDIX O - FORMS	133
O 1 - Incident Log.....	133
O 2 – Call Management Log	134
O 3 – Casualty List.....	135
O 4 - Damage Assessment Form.....	136
O 5 – Visitors Emergency Register	137
O 6 – Emergency Expenditure Log	138
O 7 – Health & Safety Risk Assessment Form	139
O 8 – Response Tracking Table	145
O 9 – Information Picture Slides.....	146

END OF DOCUMENT