



# GENERIC SILVER INCIDENT RESPONSE PLAN

Version 3.0 (September 2024)

**CONFIDENTIAL**

**Guidance for members of**

**ad hoc UoE Silver Incident Response Teams**

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- **Plan Objective:** Provide guidance for the ad hoc UoE Silver Incident Response team in cases where there is no Silver plan for the specific scenario being experienced.
  - **Plan Scope:** Unwanted incidents causing / with the potential to cause adverse impacts on UoE students, staff, operations, strategic objectives or reputation. FX 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.
  - **Purpose:** Identifies tasks, roles and responsibilities for managing the response.
  - **To be used by:** Any UoE manager who is tasked with responding at the Silver level.
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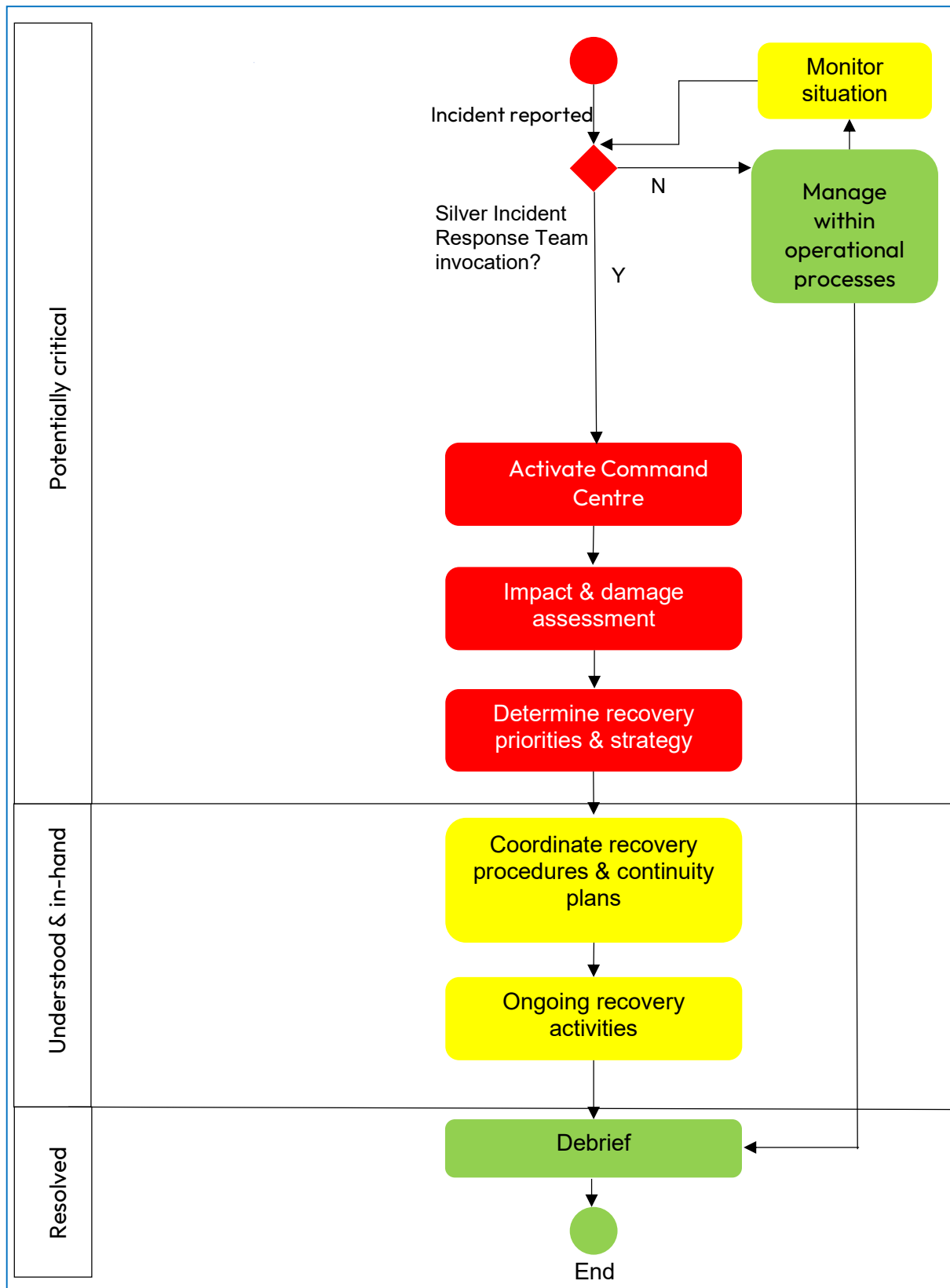
## **IN THE EVENT YOU ARE ABLE TO SAFELY REACH YOUR DESK DO NOT FORGET**

- 1. Your copy of this plan**
- 2. Personal possessions, (e.g. car keys, wallet, jacket)**
- 3. Your UniCard, mobile phone and charger/power bank, plus your laptop and mains lead**
- 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](#) 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:

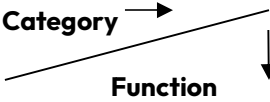
- Incident Response Team (IRT)
- University of Exeter (UoE)
- Business Continuity (BC)

The University has developed a range of Silver Incident Response Plans for specific types of incidents. However, it is not possible to plan for every type of potential disruption. This generic plan therefore provides guidance for any ad hoc Silver Incident Response Team that may need to form. It supports the UoE's holistic, agile capacity to deliver an effective response and recovery.

## 1. Incident Reported & Gold, Silver or Bronze Declared

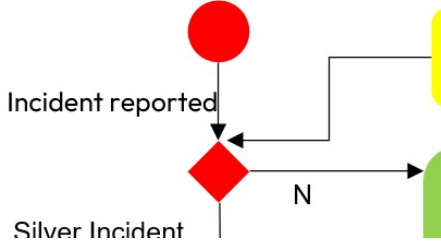
			Incident Reported & GSB Declared
Task ID	Task	Guidance	Status (Assigned to)
1.1	<p style="text-align: center;"><b>INCIDENT IS REPORTED TO SILVER IRT CHAIR (via Estate Patrol or other source)</b></p> <p><b>If the University is clearly experiencing a Silver level incident based on the table overleaf then declare a Silver incident and proceed with <a href="#">task 1.3</a> as per the Incident Roadmap.</b></p> <p><b>Bronze incident</b> – Silver IRT Chair is informed of an incident, but response may be deemed as localised or manageable within operational day to day business processes. Response does not require formation of an Incident Response Team at this stage. <b>Proceed to <a href="#">task 1.2</a></b> and monitor situation.</p> <p><b>Silver incident</b> – 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 service area that is most impacted should invoke and lead the Silver response, drawing together a multi-disciplinary team, as appropriate to the situation. The Silver team's role is to develop the response tactics and coordinate operational delivery of these.</p> <p><b>Gold incident</b> – A situation where a serious emergency can effectively be declared immediately and the entire Gold Incident Response Team is required without necessarily going through the previous levels. <b>The Senior Vice-President and Registrar &amp; Secretary must be notified as they have the authority to declare a Gold incident and will chair the Gold Incident Response Team.</b></p>		

**Refer to this table to make a decision about the level of incident. Use this plan as guidance for managing the Silver level response**

	OPERATIONAL	TACTICAL	STRATEGIC
	Bronze	Silver	Gold
<b>Facilities &amp; Buildings</b>	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.
<b>People</b>	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’.
<b>Financial</b>	Financial impact is less than £100,000.	Financial impact between £100,000 and £1m.	Financial impact is greater than £1m.
<b>Adverse publicity / reputation</b>	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 impacts on teaching or research.  National / international media, negative articles in target staff or student recruitment markets.  Serious risk of litigation.
<b>IT</b>	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.
<b>Suppliers</b>	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 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 & Silver Declaration
Task ID	Task	Guidance	Assigned to
1.2	<p>Monitor the incident.</p> <p>If the situation is being managed by operational teams, continually monitor for potential change in incident level.</p>	<p>Some incidents can deteriorate over time. Act early to plan the response so that it can be implemented quickly.</p>  <pre> graph TD     A((Incident reported)) --&gt; B{ }     B -- N --&gt; C[ ]     B -- Y --&gt; D[ ]   </pre> <p>Silver Incident</p>	<p>Managers in impacted areas</p> <p>and</p> <p>Managers whose areas of responsibility include investigating and resolving the cause of the incident</p>
1.3	<p>Check whether an appropriate scenario-based response plan exists for this type of incident.</p>	<p>Where a potential scenario has been planned for, points of contact can be found in <a href="#">Appendix I</a>.</p> <p>In these cases, it's envisaged that the scenario plan will be invoked and an ad hoc Silver team will not be required. Ensure the point of contact for the relevant plan is informed of the incident.</p>	Managers in impacted areas
1.4	<p>Form a Silver Incident Response Team.</p> <p>Put members on standby / invoke the Silver IRT.</p> <p>If the Silver IRT decides to stand down completely, continue to <a href="#">Section 7</a> – Debrief - Incident Review.</p>	<p>If it's possible that a Bronze level incident will deteriorate, act early to form the Silver IRT so that it can start planning the response / take pre-emptive measures.</p> <p>Consider which areas should be represented:</p> <ul style="list-style-type: none"> <li>• areas that are significantly impacted</li> <li>• areas responsible for investigating and resolving the cause of the incident</li> <li>• Communications - the need to monitor social media or to issue targeted / broadcast</li> </ul>	<p>Proactively assume the IRT Silver Chair if you are either:</p> <ul style="list-style-type: none"> <li>• a manager in a substantially impacted area</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• a manager whose team is responsible for investigating and resolving the cause of the</li> </ul>

			Incident Reported & Silver Declaration
Task ID	Task	Guidance	Assigned to
		<p>communications</p> <ul style="list-style-type: none"> <li>Equality, diversity and inclusion – An Equality, Diversity and Inclusion Manager <b>must be included</b> for incidents involving high profile, contentious speakers.</li> <li>Information Governance for GDPR advice</li> <li>Other subject matter experts</li> <li>Third parties / partners e.g. Students' Guild, FXU, FX Plus, INTO, contractors</li> </ul> <p>If colleagues are not available, a representative should take their place.</p> <p>Members' and deputy members' contact details can be added to <a href="#">Appendix A</a> (save an editable copy of this Plan).</p>	<p>incident</p> <p>If there is time for consultation, managers in these areas should agree who will take the Chair. However, where there is an imperative to act quickly, it's important that a manager is proactive in assuming the Chair's role. The Chair can be passed to another Silver IRT member at a later stage, if appropriate.</p>
1.5	Assign a Team Secretary	<p>The role of the Team Secretary includes:</p> <ul style="list-style-type: none"> <li>Administrative arrangements for meetings</li> <li>Taking meeting notes</li> <li>Collating information on behalf of the Silver IRT</li> <li>Supporting the Chair</li> </ul>	IRT Chair
1.6	Consider whether the Incident Support Group should be stood up to act in an advisory 'think tank' capacity – submit a request to the SVP and Registrar & Secretary.	<p>The Incident Support Group is primarily a Gold resource. The SVP and Registrar &amp; Secretary has the authority to invoke the Group. Further details are included in the <a href="#">Gold plan</a>, Appendix K.</p>	IRT Chair

			Incident Reported & Silver Declaration
Task ID	Task	Guidance	Assigned to
1.7	Report to Director level so that the University's Gold IRT Chair can be made aware of the situation.	<p>The SVP and Registrar &amp; Secretary chairs the Gold IRT. Early notification gives the Gold team time to prepare, in case a strategic response is subsequently needed.</p> <p>If the Gold team is invoked, this Silver team will need to develop tactics for operational delivery, in support of Gold's overarching strategy.</p> <p>The UoE and Gold Incident Response Team and Business Continuity Plan is available <a href="#">here</a> (sensitive information has been removed from this copy).</p> <p>Battle bags are held in readiness for the Gold team. Locations and contents are shown in the Gold plan appendices. These resources may be useful for the Silver IRT, if they're not required by Gold.</p>	IRT Chair
1.8	Decide on the location of the Silver Incident Command Centre.	<p>An Incident Command Centre is the place where the team can meet and share information. This may be a physical or virtual location.</p> <p>The Digital Hive (Forum) may be used if it is not required by the emergency services or the UoE Incident Support Group (advisory group to the UoE Gold Incident Response Team). This will involve displacing the Digital Team. Contact the Insurance, Audit and Risk Manager or a Business Continuity Adviser to make the arrangements (see <a href="#">Appendix A</a>).</p> <p>The details of the Incident Command Centre can be added to <a href="#">Appendix C</a> (save an editable copy of this Plan).</p>	IRT Chair

			Incident Reported & Silver Declaration
Task ID	Task	Guidance	Assigned to
1.9	If staff or students have been harmed, inform the Executive Divisional Director of Human Resources (harm to staff) or the Director of Education Services & Student Experience (harm to students).	The Welfare Incident Plan should be invoked by the appropriate Director.	IRT Chair
1.10	Assign a member of the Silver IRT to liaise with the University's Incident Manager (if emergency services are in attendance). Welfare and safety are paramount.	<p>If the emergency services are in attendance, the University's Incident Manager at the scene will wear an orange high visibility vest marked 'University Incident Manager'. They are the University's point of contact with the emergency services.</p> <p>The ETHANE and SBAR communication tools for giving and receiving information can be found in <a href="#">Appendix D</a>.</p>	Nominated IRT member



## 2. Activate Incident Command Centre

**Activate Incident  
Command Centre**

Task ID	Task	Guidance	Assigned to
2.1	Once the Command Centre is available, open an Incident Log to record the ongoing situation as reported.	See <b>Appendices</b> <a href="#">K1</a> , <a href="#">K2</a> and <a href="#">K7</a> .  Original notes must be retained by all Silver IRT members for the debrief or any subsequent investigations or enquiries.	IRT Chair
2.2	Consider how best to display and share information, e.g. flipchart, whiteboard, display tables, MS Teams, SharePoint.	WhatsApp should not be used unless MS Teams and email are unavailable. If WhatsApp is used: <ul style="list-style-type: none"> <li>this should be for relaying essential information only</li> <li>adhere to GDPR requirements (seek advice from the Information Governance team, if necessary)</li> <li>record key decisions and actions on the log</li> <li>delete the WhatsApp group when the Silver Incident Response Team stands down</li> </ul>	IRT Chair and Team Secretary
2.3	Establish contact with the incident site.	Not all incidents have a physical incident site, e.g. a reputational incident caused by social media posts.	IRT Chair
2.4	If you are a deputy or stand in, take a moment to familiarise yourself with your response role and duties.	The Chair and Team Secretary roles can be found in <a href="#">Appendix B</a> .	IRT Deputy/Stand In

**Activate Incident  
Command Centre**

Task ID	Task	Guidance	Assigned to
2.5	<p>Commence the first Silver IRT meeting.</p> <p>Agree the response objectives.</p> <p>Assess what has happened, and the likely impact and duration of the disruption.</p> <p>Look ahead – is it possible that the situation will deteriorate?</p> <p>Agree meeting frequency</p>	<p>What facts do you know?</p> <p>What else do you need to know?</p> <p>How can you get more information?</p> <p>What are the impacts?</p> <p>What are the risks?</p> <p><a href="#">Appendix F</a> PEAR prompts may be useful at this stage.</p> <p>See <a href="#">Appendix G</a> for an agenda template</p> <p>Ensure minutes are kept of meetings. In a fast-moving incident, it may be necessary to take action notes rather than full minutes.</p> <p>Meeting frequency is likely to be high at first, then reducing as the situation is brought under control. If the Gold response team has been invoked, Silver and Gold meetings will need to dovetail so that communication flows efficiently between the two teams.</p>	IRT Chair / Team Secretary
2.6	Ensure internal and external communications, including media response have been assigned.		IRT Chair / Comms representative
2.7	Prepare an incident summary for staff, students and other stakeholders.	<p>Consider whether it's appropriate to provide information about this incident, e.g. there may be GDPR considerations or other sensitive matters that would restrict the amount of information that should be put in the public domain.</p> <p>Do you want staff to remain / come onto site, or go home? Return tomorrow or wait for further instructions?</p>	IRT members / Comms Team

**Activate Incident  
Command Centre**

Task ID	Task	Guidance	Assigned to
2.8	Consider adding a message to the UoE website / social media accounts	This can be done remotely if the event happens out of office hours.  Estate Patrol hold out of hours contact numbers for the Communications Team.	IRT Chair via Comms Team
2.9	Begin internal notification of the incident.	What about other UoE locations?  Remind colleagues not to speculate or speak to the press. All enquiries should be referred to the <a href="#">Press Office</a> .	IRT Chair via Comms Team
2.10	Identify key internal and external stakeholders.	See <a href="#">Appendix J</a>	IRT member / Comms Team

### 3. Impact & Damage Assessment

			Impact & Damage Assessment
Task ID	Task	Guidance	Assigned to
<b>PURPOSE</b>  <b>The situation may change rapidly and therefore needs to be monitored closely. A clear view of the extent and nature of the damage / disruption will enable the Incident Response Team 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.</b>			
3.1	<p>For incidents involving the emergency services, liaise with the University Incident Manager to find out whether any staff / students / visitors / contractors have been injured or taken to hospital.</p> <p>Are all persons accounted for?</p>	<p>See <a href="#">Appendix K3</a></p> <p>If a Gold team has been invoked, updates will be provided by the University Incident Manager to a Gold point of contact. This information will then be shared with other responders as necessary.</p> <p>Assign IRT member to look after welfare issues and liaise with the Welfare Incident Response Team, if this team has been invoked.</p>	Allocated IRT member / HR / Student Services
3.2	<p>Where there is property damage, liaise with Estate Services about which areas are affected.</p> <p>A Damage Assessment Form can be used to capture high level details.</p> <p>Determine which time critical activities / services are impacted.</p>	<p>See <a href="#">Appendix K4</a> for a Damage Assessment Form.</p> <p>Liaise with specific Department / Service area and respective <a href="#">BC Plan Leads</a>.</p>	IRT members
3.3	If a building has been badly damaged, consider 24hr security to protect the integrity of the remaining contents from abuse.	Additional cover through private security company.	Nominated IRT member and Head of Security



Task ID	Task	Guidance	Assigned to
3.4	Have safety systems been compromised?  Does the situation give rise to new safety risks?	Consider whether it's possible to introduce temporary safety systems. If not, which activities / services need to cease? Can they be moved to another location?	IRT members
3.5	Based on the information provided, 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 location is considered to be a potential crime scene, the Police may prevent entry for a considerable period.	IRT members
3.6	Consider again which stakeholders are affected directly and indirectly.		IRT members

## 4. Determine Recovery Priorities & Strategy



Task ID	Task	Guidance	Assigned to
4.1	The IRT should set clear objectives for the response. It should determine which support and time critical activities have been affected, then assess the response and recovery requirements.		IRT Chair & members
4.2	Once the recovery priorities have been established the IRT must initiate suitable response / continuity tactics and oversee implementation at the operational level.	<p>What processes / procedures / resources are already in place?</p> <p>What additional processes / procedures / resources are needed?</p> <p>Are new / revised risk assessments needed?</p> <p>Consider welfare arrangements, e.g. do those colleagues who are responding outside of normal hours need refreshments and meals? See <a href="#">Appendix A</a>.</p> <p>Are temporary staff rotas required?</p> <p>Is local signage required?</p> <p>Do those people who are directly affected need written guidance?</p> <p>Are additional staff needed (surge team / Temporary Resourcing Unit / agency staff / staff or student volunteers)?</p> <p>Do staff need to be briefed / trained?</p>	IRT Chair & members



Task ID	Task	Guidance	Assigned to
4.3	Agree a reporting time with those parts of the business that are implementing response / recovery strategies or procedures.	Reporting should be in line with the immediacy of the recovery timeframe, as indicated by the response objectives / Business Continuity Plans.	IRT Chair / BC leads
4.4	Financial Support  Set up methods to provide any financial aid.	Establish a budget and cost code, if required.  Staff without cash / cars etc to travel home following evacuation  Possible essential University repairs  Purchase of essential equipment  Other purchases outside of normal procurement process  Support from external contractors (e.g. additional security / specialist services / equipment hire)	Nominated IRT member and Finance
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.  Notify Loss Adjuster via Insurance, Audit and Risk Team.	IRT member liaising with Legal/Health & Safety/HR/ Insurance/ Communications
4.6	Provide regular updates to the Gold Response Team (if convened), or the designated Gold point of contact (if Gold has not convened)	Provide assurance about matters that are in hand.  Refer to Gold if risks or decisions need escalation to senior management.	IRT Chair

## 5. Coordinate Recovery Procedures & Business Continuity Plans

The Silver IRT should develop, communicate and track the operational progress of the tactical plan as delivered by Bronze responders. If the Gold team has been invoked, the tactical plan should meet the strategic objectives set by Gold.

A coordinated response depends on information flowing down and up the Gold, Silver, Bronze response structure.

### Coordinate Recovery Procedures & Business Continuity Plans

Task ID	Task	Guidance	Assigned to
5.1	Start to formally manage the recovery and coordination of any response / recovery procedures and business continuity plans that have been invoked. Ensure they meet any objectives which have been set, such as their recovery timeframes e.g. 1 day, etc.	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.	IRT Chair
5.2	Liaise, via the Insurance, Audit and Risk Team, with the University's Insurers, and their Loss Adjuster, about the potential claim and evidence required.	Contact with the Insurers and Loss Adjuster should be made via the Insurance, Audit and Risk Team whenever possible.	Nominated IRT member / Insurance, Audit and Risk Team
5.3	Remain alert to ways in which the situation might deteriorate. Plan or implement pre-emptive action.		IRT members, including the Chair



			<div> Coordinate Recovery Procedures &amp; Business Continuity Plans </div>
Task ID	Task	Guidance	Assigned to
5.4	Consider whether: <ul style="list-style-type: none"> <li>Additional wellbeing support is needed</li> <li>The impact on staff morale needs mitigation</li> <li>There is a need to assign colleagues from other teams across the University to support the recovery.</li> <li>The response can be 'humanised', e.g. through staffed information points / meetings with key stakeholders</li> </ul>		IRT members, including the Chair
5.5	Ensure handover arrangements are in place for all members of this Silver IRT including the Chair.	<p>Consider using the SBAR form in <a href="#">Appendix D2</a> for the handover.</p> <p>Handover arrangements are important for wellbeing. Stress and fatigue can also impair decision making.</p> <p>A staggered handover may be preferable to all members handing over at the same time.</p>	IRT members, including the Chair.

## 6. Ongoing Activities

			On Going Activities
Task ID	Task	Guidance	Assigned to
6.1	Instigate a Plan, Do, Check, Act, repeat cycle.	See <a href="#">Appendix E</a> for a value based decision model.	IRT Chair
6.2	Ensure regular meetings of the IRT continue until a satisfactory situation is achieved.	The frequency of meetings can be reduced as the situation is brought under control and normal operations are restored.	IRT Chair
6.3	Ensure stakeholders are provided with regular communications.	Consider targeted messages to stakeholders who are directly affected, updates to web pages / social media, and in-person briefings to 'humanise' the response.	IRT member / Comms team
6.4	Request regular updates on recovery progress from impacted areas.		IRT Chair
6.5	Are the operational teams meeting their recovery timeframes?	Review the recovery priorities.	IRT members
6.6	Adapt the recovery tactics or procedures where necessary.	Who / what is causing a delay? Have knock on impacts emerged? How can this be resolved?	IRT members
6.7	Are operational areas receiving the appropriate level of resources and emergency funding where appropriate?	Finance Services / Corporate Card Temporary reassignment of staff Additional temporary staff Specialist contractors	IRT members
6.8	Schedule regular meetings or briefings for staff, students, press and stakeholders to communicate updates.		IRT member / Comms team

			On Going Activities
Task ID	Task	Guidance	Assigned to
6.9	If a Gold team has been invoked, maintain a regular reporting cycle.		Chair
6.10	People with <a href="#">protected characteristics</a> or special personal circumstances may have heightened vulnerability during an incident. Consider whether special measures are required.	Guidance can be obtained from Human Resources, Equality, Diversity and Inclusion.	IRT members
6.11	Review the relevant logs for actions or follow up.	Incident log Call management log Minutes of IRT meetings	Team Secretary
6.12	Consider the welfare of team members and whether tasks can be delegated.  Keep the responders' handover arrangements under review.	Careful management is required to avoid members working long hours, under severe stress and for prolonged periods.  See <a href="#">Appendix K6</a> for Health & Safety Risk Assessment Form	IRT Chair
6.13	Consider whether the incident / disruption has given rise to any opportunities that could be advantageous to the University.	For example: <ul style="list-style-type: none"> <li>a well-managed recovery could provide an opportunity for favourable publicity</li> <li>the incident may provide an opportunity to make advantageous changes</li> <li>the 'new normal' may be better than the pre-incident 'normal'</li> </ul>	IRT members
6.14	Formally stand down the IRT when the incident no longer requires this type of tactical management.	In cases where Gold has been convened, the stand down will need to be approved by Gold.	IRT 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. The gathering, storing, sharing and deletion of any personal information must be in accordance with General Data Protection Regulation (GDPR) requirements.

It is nominally the responsibility of the IRT Chair to maintain records and data on the incident and the recovery process.

The main reasons for conducting a debrief are as follows:

			<div>Schedule/Conduct Debrief</div>
Task ID	Task	Guidance	Assigned to
7.1	To determine the exact nature and cause of the incident, including situations where no Silver response has been declared.		Operational Managers
7.2	To put in place measures which prevent, reduce or avoid the same situation in the future.	Feedback into Operational Risk Registers to demonstrate action has been taken.	IRT members
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.	<p>The purpose is to strengthen the University's capacity to respond to future incidents.</p> <p>The HEI community and other interested parties may also benefit if the University is able and willing to share its experiences.</p>	Nominated IRT 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.	Nominated IRT member in collaboration with Insurance, Audit and Risk Team

			<div>Schedule/Conduct Debrief</div>
Task ID	Task	Guidance	Assigned to
7.5	To consider how staff should receive recognition for their actions.	<p>See <a href="#">Payments for emergencies/unplanned incidents</a>.</p> <p>This may require senior management / HR involvement.</p> <p>If a Gold team was invoked, it's likely that Gold will oversee reward and recognition.</p>	Nominated IRT member

## Plan Administration

### DATA & INTELLECTUAL PROPERTY STATEMENT

The information and data provided herein shall not be duplicated, disclosed or disseminated by the recipient in whole or in part for any purpose whatsoever without the prior written permission from the University of Exeter where applicable to the university's purpose. The framework and methodology is provided by Easy Continuity Ltd for the use of the University of Exeter internally and may not be sold, shared, or used in any way without the express permission of Easy Continuity Ltd.

### CHANGE MANAGEMENT

Version/ Revision	Release Date	Originator	Reason(s) for Change
1.0	22/08/2022	Sue Dummett	First publication
1.1	06/09/2022	Sue Dummett	Updated job titles
2.0	16/10/2023	Sue Dummett	Annual review – minor changes only, e.g. job titles
3.0	17/09/2024	Sue Dummett	Annual review – minor changes only.

Plan Owner	Insurance, Audit and Risk Manager, Ben Lawlor	Review Date	August 2025
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### DISTRIBUTION LIST

Recipient	Role
James Hutchinson	Director of Estate Services
Paul Mucklow	Assistant Director, Engineering and Direct Works
Sarah Snow	Deputy Director of Commercial, Residential and Campus Services
Mike Wetherell	Head of Health and Safety
Charlotte Murphy	Director of Technical Strategy & Services
Kate Lindsell	Assistant Director, Compliance and Risk

Appendix A – Contact details

SILVER INCIDENT RESPONSE TEAM					
NAME	MOBILE	HOME	DEPUTY (If person in 1 <sup>st</sup> column is not available)	DEPUTY MOBILE	DEPUTY HOME

Other UoE contacts			
NAME	ROLE	INTERNAL UoE EXTN	EMAIL
Estate Patrol	Security and emergency response to a major “blue light” incident on campus	01392 72 3999  01392 72 2222 (emergency number)	<a href="mailto:e.patrol@exeter.ac.uk">e.patrol@exeter.ac.uk</a>
Ben Lawlor	Insurance, Audit and Risk Manager	MS Teams	<a href="mailto:B.Lawlor@exeter.ac.uk">B.Lawlor@exeter.ac.uk</a>
Sue Dummett (until 11 October 2024)	Business Continuity Adviser	MS Teams	<a href="mailto:buscont@exeter.ac.uk">buscont@exeter.ac.uk</a>  <a href="mailto:s.e.dummett@exeter.ac.uk">s.e.dummett@exeter.ac.uk</a>
Sarah Snow	Deputy Director of Commercial, Residential and Campus Services (for catering requirements)	01392 72 5209	<a href="mailto:s.j.snow@exeter.ac.uk">s.j.snow@exeter.ac.uk</a>

External contacts				
ORGANISATION	NAME	ROLE	TEL	EMAIL
Domino's	N/a	Out of hours refreshments / pizza	01392 425252	<a href="#">Webpage</a>



## Appendix B – Incident response organisation

### B1 - Incident Response Team structure

The Silver Incident Response Team (IRT) is a group of multi-disciplinary managers (differs by incident type and area) who develop the tactical plans and coordinate the resources needed to respond to an unwanted event that is causing (or could cause) a disruption, loss, emergency or crisis.

As the nature of any incident is unpredictable, team members may need to take a flexible, adaptive approach to their incident response role. Ultimately it is for the Silver IRT Chair and the team members to organise themselves in an optimal manner, calling on any additional resource they require. The Chair and Team Secretary roles are outlined below in section B4.

### B2 - Incident Team Member and Chair

A group of managers, **one** of whom will assume leadership of the Incident Response Team (IRT) to develop the tactical response, then oversee its delivery at operational (Bronze) level. Invocation of the Silver IRT should occur in accordance with [Section 1](#) of this plan, 'Incident Reported & Gold, Silver or Bronze Declared'.

### B3 - Incident Command Centre

An Incident Command Centre is a physical or virtual location where the Incident Response Team can convene. It is a dedicated facility from which the response can be managed and an area for the collation / display of information relating to the incident.

### B4 - IRT roles, responsibilities and tasks

Role	Responsibilities
Incident Response Team Chair (IRT Chair)	<p><b>From the initial incident notification, the IRT Chair has overall responsibility for invoking the team, dealing with the situation and for coordinating operational response and recovery activities. As soon as possible they will be based at the Incident Command Centre. Specific responsibilities include:</b></p> <ol style="list-style-type: none"> <li>1. Upon receipt of the incident notification, accepting the mantle of Chair and leading the IRT through the 'Incident Road</li> </ol>

Role	Responsibilities
	<p>Map', reviewing the data and if appropriate ensuring the SVP and Registrar &amp; Secretary (Gold Chair) is notified.</p> <ol style="list-style-type: none"> <li>2. Dependent upon the type of disruption or incident, selecting the Incident Command Centre and assembling the appropriate Incident Response Team.</li> <li>3. Leading the Incident Response Team in the development and implementation of measures to protect welfare and wellbeing, the environment, reputation, property and other assets, and continuance of services in the optimal manner.</li> </ol> <p><b>General</b></p> <ol style="list-style-type: none"> <li>4. If some IRT Members / Deputies are not available, make sure their tasks are allocated to others.</li> <li>5. Consider the welfare of the IRT members; ensure handover arrangements are in place to avoid members (including the Chair) working very long hours, under severe stress, and for a prolonged period.</li> <li>6. When the situation is brought under control, consider handover procedures and delegation of any remaining tasks to structures within business as usual arrangements.</li> </ol>
<b>Team Secretary</b>	<p><b>Provide administrative support to the Silver IRT</b></p> <ol style="list-style-type: none"> <li>1. Work with the Chair to organise the physical / virtual Incident Command Centre and Silver IRT meetings.</li> <li>2. Keep accurate records of all team meetings, decisions and actions.</li> <li>3. Track team actions.</li> <li>4. Log and deal with team queries.</li> <li>5. Collate information in a repository that is available to IRT members.</li> <li>6. Adhere to GDPR requirements</li> </ol>

## Appendix C – Incident Command Centres

Order	Physical location / SharePoint / MS Teams	Details
1		
2		
3		

**Note:** The Digital Hive (Forum) may be used if it is not required by the emergency services or the UoE Incident Support Group (advisory group to the UoE Gold Incident Response Team). This will involve displacing the Digital team. Contact the Insurance, Audit and Risk Manager or a Business Continuity Adviser to make the arrangements (see [Appendix A](#)).

## Appendix D - ETHANE and SBAR reporting forms

### D1 - ETHANE form

To be used by the University's emergency responders when providing situation reports, (also available via the JESIP app).

Mnemonic	Guidance	Report
<b>E</b> xact location	<ul style="list-style-type: none"> <li>• Nearest junction, or</li> <li>• Exact address, or</li> <li>• what3words</li> </ul>	
<b>T</b> ype of incident	<ul style="list-style-type: none"> <li>• Fire, explosion, traffic accident, etc?</li> <li>• Any indication of terrorism?</li> </ul>	
<b>H</b> azards	<ul style="list-style-type: none"> <li>• Hazards present or suspected</li> <li>• Is evacuation or shelter-in-place necessary and safe?</li> </ul>	
<b>A</b> ccess routes	<ul style="list-style-type: none"> <li>• Which routes are safe to use?</li> <li>• Clarify routes which are blocked</li> <li>• Nominate the RVP (does it need to be searched)?</li> </ul>	
<b>N</b> umber of casualties	<ul style="list-style-type: none"> <li>• List type and severity</li> <li>• Approximate number of dead, injured, survivors and witnesses</li> </ul>	
<b>E</b> mergency services	<ul style="list-style-type: none"> <li>• List those present and those required</li> <li>• Conduct a joint dynamic hazard assessment with the emergency services (if present)</li> </ul>	

Completed by: .....

Date ..... Time .....

## D2 - SBAR form

This is a structured communication tool which may be used when requesting or receiving a request for assistance.

<b>S</b>	<b><u>Situation</u> What is happening at the scene?</b>
	<ul style="list-style-type: none"> <li>• State your name and role</li> <li>• There is a _____ (fire, collapsed person..)</li> <li>• At _____ (exact location)</li> <li>• The current situation is _____ (ETHANE)</li> </ul>
<b>B</b>	<b><u>Background</u> Any additional information?</b>
	<ul style="list-style-type: none"> <li>• Information about the lead up to the incident?</li> <li>• What measures have been taken so far?</li> <li>• Is anything else happening in the vicinity that is relevant?</li> </ul>
<b>A</b>	<b><u>Assessment</u> What do you think is happening with this incident?</b>
	<ul style="list-style-type: none"> <li>• Is the situation stable, deteriorating or improving?</li> <li>• What might happen next?</li> </ul>
<b>R</b>	<b><u>Recommendation / Requirement</u> What do you think needs to be done / what do you require?</b>
	<ul style="list-style-type: none"> <li>• Explain what you need</li> <li>• If attendance at the scene is required, be specific about where, when and who to meet</li> <li>• Ask if there is anything else you can do before the other staff member arrives</li> <li>• Exchange contact details</li> </ul>

# Appendix E – Value based decision model

The model shown below 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 F - PEAR prompts

This prompt list is not exhaustive. Its purpose is to prompt initial thoughts about the impacts and risks arising from the incident.

Prompt	Notes
<b>People – safety, welfare and wellbeing are paramount</b>	
Have staff / students / visitors / contractors been injured or taken to hospital? (Serious injury – inform Gold)	
Have any deaths been reported / confirmed? (Inform Gold)	
Are any people still in danger? (Inform Gold)	
Are welfare needs being met for people evacuated or sheltering-in-place?	
<ul style="list-style-type: none"> <li>shelter and warmth</li> </ul>	
<ul style="list-style-type: none"> <li>drink, food, toilets</li> </ul>	
<ul style="list-style-type: none"> <li>medical assistance</li> </ul>	
<ul style="list-style-type: none"> <li>EDI / vulnerability considerations</li> </ul>	
Is it necessary to record details of people who have been evacuated or are sheltering?	
Do longer term shelter arrangements need to be made?	
Should people be sent home / advised to stay away from specific areas? (Inform Gold)	
Do people need assistance to get home, e.g. cash?	
Are impacted people receiving updates on the situation?	
Are people in the wider community affected by this incident? (Inform Gold)	
<b>Environment</b>	
Is there environmental contamination - where?	
What impact will it / might it have?	

Has the contamination been contained?	
Are measures in place to prevent further harm to people, the environment and other assets?	
How long is the clean-up likely to take?	
<b>Assets</b>	
Which property / assets have been damaged?	
Is the cause of the damage under control?	
What are the salvage priorities?	
How quickly can damaged assets be restored / replaced?	
<b>Reputation</b>	
Is the University meeting its legal and moral obligations?	
Can we be seen to be acting in accordance with our institutional values?	
Are staff, students and other stakeholders (including regulatory bodies) being provided with information?	
Can UoE reply quickly, honestly and openly to media enquiries, bearing in mind the need to protect personal and confidential information?	
Can UoE take positive steps to correct misinformation or rumours?	

Next steps include:

- determining which time critical activities have been disrupted
- considering whether any business continuity plans need to be invoked



## Appendix G – Agenda template

This template should be adapted by the Chair.

Ensure all members have a voice, encourage challenge and avoid ‘group think’.

Date of meeting		Time of meeting	
Incident			
Statement of Silver Incident Response Team’s (IRT’s) objectives:			

### 1. Information and intelligence

#### Update on the latest position

- a. Thematic area 1
- b. Thematic area 2
- c. etc
- d. Known impacts and risks
- e. Any other information / update to be shared
- f. Agreement of Silver IRT’s objectives (first meeting)

### 2. Items for urgent attention and decisions / support required

### 3. Action plan development (first meeting) / review of actions and further actions required (subsequent meetings)

### 4. 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 impacts and risks
- d. Any forward planning or action required?
- e. Any further resources needed?
- f. Communications plan

### 5. Items for escalation to Gold

### 6. Out of hours and weekend arrangements

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

### 7. Handover arrangements

### 8. Date and time of next meeting

## Appendix H – Useful resources

ITEM	LOCATION
Loud hailers	Estate Patrol
Portable howler fire alarm	Estate Services
Generator	Estate Services
Building floor plans	Estate Services
Radios (for communications)	Head of Security, Parking and Transport Operations
SafeZone – setting up a new communication group	Head of Security, Parking and Transport Operations
Stationery, laptop chargers, mobile power banks, hi viz vests, hard hats, campus maps, blank laminated pages for signs, etc	Gold battle bag – see <a href="#">Gold plan</a> Appendix E for locations and full list of contents.
Catering – out of hours	Domino's Pizza, Sidwell Street. <ul style="list-style-type: none"> <li>• Opens 10:00 Monday to Sunday</li> <li>• Closes 05:00 Monday to Sunday</li> <li>• Bank holidays may vary</li> </ul> Menu and orders: <a href="https://www.dominos.co.uk">dominos.co.uk</a> Phone: 01392 425252

## Appendix I – Scenario response plans

Title	Point of contact
Emergency Response to a Major Incident Plan	Peter Scargill, Director of Commercial, Residential and Campus Services
Infrastructure Incident Plan	James Hutchison, Director of Estate Services
Welfare Incident Plan	James Hutchinson, Director of Education Services & Student Experience
Major Event Incident Management Plan	Ben Lawlor, Insurance, Audit & Risk Manager
Library Disaster Control Plan	James Anthony-Edwards, University Librarian
7 Step Emergency Spill Response Guide	Estate Services
Forum Silver Meeting Room Procedure Note	Ben Lawlor, Insurance, Audit & Risk Manager
Human Influenza Pandemic Plan	Kate Lindsell, Assistant Director, Compliance and Risk
Meningitis University Policy and Code of Practice	James Hutchinson, Director of Education Services & Student Experience
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	Ben Lawlor, Insurance Audit and Risk Manager

## Appendix J – Stakeholders

This purpose of this list is to identify groups of stakeholders that might be affected by a serious 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
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, Owlets, 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

'Other' Customers		
Theatre goers		

# Appendix K – Forms

## K1 – 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. 22/07/24</i> <i>15:30</i>	<i>B –Estate Patrol reported chemical spill to Joe Bloggs, and H&amp;S</i>	<i>20m cordon to be imposed immediately</i>	<i>Joe Bloggs to set up cordon</i>	<i>22/07/23</i> <i>15:40</i>

Completed by .....



## K2 – Call Management Log

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

Person Called & Company	By Whom	Date/Time	Response/Outcome

Completed by .....

### K3 – Casualty List

NB: Accident / Near Miss Forms should always be completed

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

Completed by .....

## K4 - Damage Assessment Form

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

## K5 – 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>

## K6 – Health & Safety Risk Assessment Form

The latest version of [this](#) form is available from the [Health & Safety Hub](#). The template should be used to assess the Health & Safety hazards and controls associated with the incident and response measures.

<b>Faculty/Service</b>		<b>Date of Risk Assessment</b>	
<b>Name of person carrying out assessment</b>		<b>Job Title</b>	
<b>DESCRIPTION</b> Give details of the process, task, activity, event etc. being risk assessed			
<b>HAZARD IDENTIFICATION</b>  <b>Hazard</b> - something with the potential to cause harm within the process, task etc. you are assessing.  <b>NB:</b> Consider things that you can “foresee” / imagine going wrong and how this could happen?	<b>Ref:</b>	<b>Hazard</b>	<b>Who and How Many can be harmed?</b> e.g. student, staff, contractors etc.
	A		
	B		
	C		
	D		
	E		
	F		
	G		
<b>EXSITING CONTROL MEASURES IN PLACE</b>  What control measures are already in place to reduce the risk of the hazard	<b>Ref:</b>	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		

becoming a reality?  Refer to the hazards identified above i.e. A B C D etc.	E					
	F					
	G					
<b>RISK ASSESSMENT SCORE</b>  Use the consequence (table 1a) and likelihood (table 1b) tables overleaf to calculate the risk score (table 1c)  <b>NB:</b> Take into account existing controls	<b>Risk</b>	<b>Consequence (1-5)</b>	<b>X</b>	<b>Likelihood (1 - 5)</b>	<b>=</b>	<b>Risk Score (1-25)</b>
	A					
	B					
	C					
	D					
	E					
	F					
G						

<b>ACTION PLAN – things that need to happen now to control / reduce risk further</b>			
<b>Risk</b>	<b>Further Action Required To Control Risk</b>	<b>By Whom</b>	<b>Date Complete</b>
A			
B			
C			
D			
E			
F			
G			
<b>NB:</b> 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
<b>Injury</b>	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
<b>Student Experience</b>	b	Unsatisfactory experience (resolved)	Unsatisfactory experience (readily resolved)	Mismanaged (short term effects)	Mismanaged (long term effects)	Totally unsatisfactory outcome or experience
<b>Complaint / Claim Potential</b>	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
<b>Objectives / Projects</b>	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
<b>Service / Business Interruption</b>	e	Loss / interruption <1 hour	Loss / interruption >8 hours	Loss / interruption >1 day	Loss / interruption >1 week	Permanent loss of service or facility
<b>Human Resources / Organisational Development</b>	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
<b>Staff Experience</b>	b	Unsatisfactory experience (resolved)	Unsatisfactory experience (readily resolved)	Mis-managed (short term effects)	Mis-managed (long term effects)	Totally unsatisfactory outcome or experience
<b>Financial</b>	g	Small loss >£100	Loss >£1,000	Loss >£10,000	Loss >£100,000	Loss >£1,000,000
<b>Inspection / Audit</b>	h	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



<b>Adverse Publicity / Reputation</b>	i	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

## K7 - Response Tracking Table

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

<b>Incident summary</b> <i>Record information received and actions taken here.</i>							
<b>INCIDENT RESPONSE STRAND</b>							
Date and time	<i>Response strand, e.g. evacuees</i>	<i>Response strand, e.g. care of injured</i>	<i>Response strand, e.g. communications</i>	<i>Response strand, e.g. interested parties</i>	<i>Response strand, e.g. building damage</i>	<i>Response strand, e.g. salvage priorities</i>	<i>Response strand, e.g. security</i>

## K8 – Information Picture Slides

The Team Secretary can copy and paste the text below into PowerPoint, to create Information picture slides. The Team Secretary should fill in slide 2 before inviting Service leads to complete their Service specific slide and the final Red / Yellow / Green (RYG) slide. Points should be kept brief – headlines can be explained in more detail at meetings.

### 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 Incident Response Team (Gold).

- Read the next slide 'Headline issues' which provides a **brief** summary of the incident
- Complete the slide which has been created for your Service area. Try to keep entries to one slide per Service area.
- Go to the last slide 'RYG status'. Enter details for your 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 Service** Team Secretary to create a slide for each affected 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

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