



# Major Incident Plan

**Last Updated: 09 September 2024**

<b>Document Control (all document updates are approved via UEB)</b>			
<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Action Requested / Taken</b>
V1	12 March 2018	Ben Pithouse	Full revision of previous plan (unapproved) to simplify and reflect current practice.
V2	12 May 2018	Ben Pithouse	Document-wide amendments made following feedback from Librarian and Director, Knowledge Group and Finance Director.
V2	06 June 2018	Ben Pithouse	Draft Plan presented to and approved by the Operational Risk Management Group.
V3	21 January 2019	Ben Pithouse	Updates to membership of Silver (MIT) Team as detailed in Appendix A; and to list of MIT Chairs (section 3, p.4).
V3	04 February 2019	Ben Pithouse	Addition of Commercial Director to Gold team membership
V4	06 January 2020	Ben Pithouse	Removal of Director, Conferences, Food and Retail from MIT Chair list (section 3 and Appendix A) and change of "Institutional Resilience" to "Risk and Resilience",
V5	03 March 2020	Ben Pithouse	Removal of Director of Food and Retail as MIT Silver Chair. 'Institutional Resilience Team' now referred to as 'Risk and Resilience Team'. Inclusion of Risk and Resilience Manager as Loggist and in place of Assistant Registrar. Approved by ORMG on 03 March 2020.
V6	14 September 2020	Ben Pithouse	Addition of Director of Sport and Active Communities to MIT Chair rota.
V7	03 May 2022	Chris Griffin	Removal of reference to Major Incident Planning Policy. Update to Gold and Silver membership. Mandate of future meetings of MIT being facilitated remotely, in the first instance. Inclusion of further details in relation to recovery phase, legal and contractual requirements, inclusion of Bronze commander, update and refresh of comms section, inclusion of wellbeing into MIT agenda
V8	03 October 2022	Chris Griffin	Changes to wider membership to reflect staffing changes, inclusion of information sharing responsibilities within MIT Silver, inclusion of Secretary to Council to UEB Gold.
V9	27 March 2023	Chris Griffin	Amendments made to MIT Silver membership, further clarity added regarding the drafting of MIT strategic priorities by Silver, inclusion of off-campus incidents under MIT scope.
V10	03 July 2023	Chris Griffin	Document wide administrative changes made following on from review by the Head of Community Safety and Security (noting a redrafting of 4. Activation of the University's Major Incident Plan).
V11	05 February 2024	Chris Griffin	Director of HR removed as a MIT Chair. Inclusion of HR Engagement Director as a MIT Chair. Removal of Programme Director, Warwick Transformation, as a MIT Chair. Inclusion of Director of Wellbeing and Safeguarding as a MIT Chair. Designated Safeguarding Lead (DSL) protocols included within the plan (pre-approved and agreed by the Director of Wellbeing and Safeguarding).

V12	09 September 2024	Lauren McCleary and Kim Jebson-Hambly	Director of Student Discipline and Resolution and HR Engagement Director removed as MIT Silver Chairs. Inclusion of Director of Business Services – Estates and Director of International Strategy & Relations as MIT Silver Chairs. Updated the job title of MIT Silver Chair, Ros Roke, from Director of Strategic Change Planning to Programme Director Warwick Transformation.
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## 1. Aim

Crucial to the University’s success are its members, academic facilities and critical business systems. The University is committed to major incident planning to ensure the safety of its members, the effective running of its critical activities and a coordinated response in the event of a major incident or disruption. The Major Incident Plan provides a framework regarding incident management.

The University will develop, implement, exercise and maintain the Major Incident Plan to achieve appropriate levels of major incident resilience. These will cover the range of elements that need to be addressed in the management of emergencies and will relate as appropriate to legislation such as the Civil Contingencies Act 20041 and guidelines from the Office for Students (OfS).

The Head of Risk and Resilience is responsible for overseeing the development and operation of the Major Incident Planning Policy and University’s Major Incident Plan (UMIP), via the Policy Oversight Group.

The UMIP is designed to facilitate the management of any major incident which will impact upon the operation/reputation of the University.

The UMIP covers all of the University’s sites including the Central, Gibbet Hill and Westwood campuses in Coventry and the Wellesbourne site, and applies to all staff and students of the University whether in the United Kingdom or abroad.

The key aims of the UMIP are as follows:

- To minimise loss, damage and harm, either to staff, students, visitors or members of the public;
- To minimise damage and loss to the University’s estate and infrastructure;
- To communicate effectively both internally and externally;
- To mitigate any potential reputational damage that may follow a major incident.

## 2. Incident Definitions

The University uses the following definitions for the different levels of incidents:

**Incident** – an event, whether expected or unexpected, that disrupts the normal course of business operations for a short length of time and which will be dealt with by routine operational management.

**Serious incident** – an event that causes serious disruption to business operations including those involving major injury or serious illness and which requires focused effort and diversion of resources from within the functional area or from another functional area. A serious incident will be managed

by the affected and supporting department(s), with oversight and support from the Risk and Resilience Team, where required. The Head of the Risk and Resilience Team will share information with other affected departments, accordingly, and will propose any escalation of management of the serious incident to the MIT Silver Chair.

**Major incident** – an unexpected event or series of events which significantly affects the University’s community or operations and where normal management arrangements are unlikely to be sufficient. The event may have resulted in multiple major injuries or death, and it will, or could, have a fundamental impact on the University’s reputation, personnel, operating or research capability. A major incident would involve the University’s Major Incident Team (MIT) and would require an immediate response.

### **3. Major Incident Management Structure and Responsibilities**

The University operates a Gold – Silver - Bronze incident command and response model (see page 5). These teams are responsible for determining the strategy for the University’s incident response. The Gold Team provides a strategic steer to the management of an incident and directs the Silver Team. The Silver Team is responsible for the initial development of strategic priorities and then providing the tactical implementation of the response strategy, once approved by Gold. The Bronze Team is responsible for providing the immediate and ongoing operational response to an incident and is directed by the Silver Team.

The Gold Team is chaired by the Vice-Chancellor and President, or a nominated representative.

The Silver (Major Incident) Team (MIT) is chaired by one of eight senior colleagues who operate on a rolling weekly basis. The following roles act as MIT Silver Chair:

- Deputy Chief Information and Digital Officer
- Director of Administration – Social Sciences
- Director of Business Services – Estates
- Director of International Strategy & Relations
- Director of Education Policy and Quality
- Director of National and Regional Policy
- Director of Wellbeing and Safeguarding
- Programme Director Warwick Transformation

MIT Silver Chairs will be accountable for MIT Silver decision making. As such, they are the sole point of contact into Gold and will be made privy to any communications or information that impact decision making at MIT Silver level.

The rota is available, upon request, from the Risk and Resilience Team.

The Silver Team (MIT) is fluid and is constituted of a number of colleagues from across the institution who represent key service areas deemed necessary for the appropriate management of a major incident. Core members of the MIT are expected to nominate a Deputy who can attend in their stead, should they be unavailable. The Risk and Resilience Team is responsible for maintaining an up-to-date membership list of the Gold and Silver Teams.

Secretariat support is provided to the MIT by the Head of Risk and Resilience (or deputy), who will act as ‘Action Manager’ and Advisor to the MIT Silver Chair. The Action Manager will draft all agendas, for approval, and suggested membership of MIT to the Chair. The Risk and Resilience Manager (or deputy) will act as Major Incident Team Loggist.

The Bronze Team is comprised of colleagues involved in the operational response and does not, therefore, require a specific chair. Dependent upon the nature of the incident, the Bronze Team will

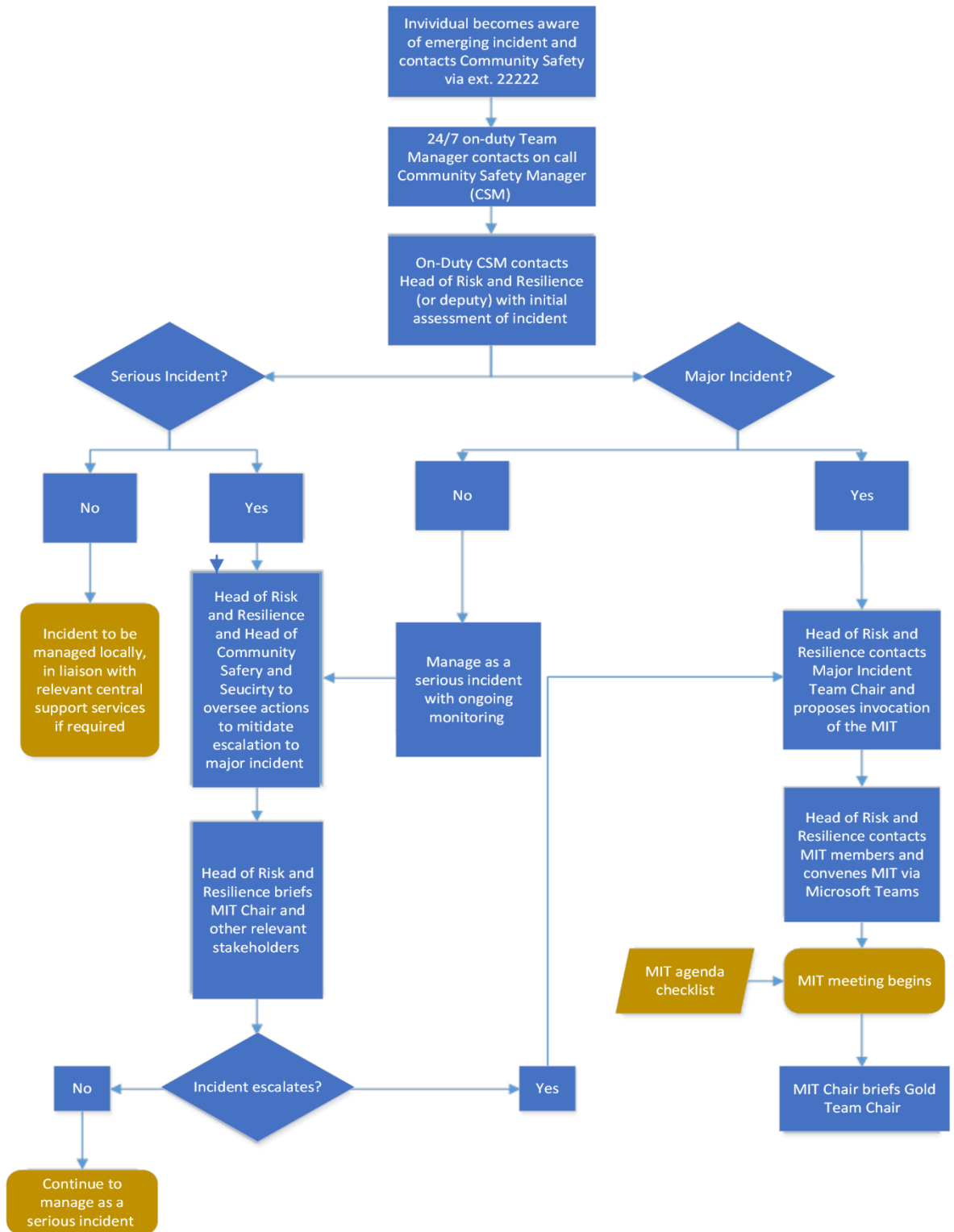
have a 'Bronze Commander' at the scene. The responsibility of the Bronze Commander will be to present a site report to MIT via an approved channel.

Under certain circumstances, the management of the immediate phase of a Major Incident could remain the responsibility of the police or Fire & Rescue Service. In such circumstances, the University's role will be to support the emergency services and provide support to any student/staff/visitor affected by the incident.

Bronze Team - Operational Response	Silver Team - Major Incident Team - Tactical	Gold Team – Strategic
Incident Response on the ground Initial assessment Liaison with Emergency Services Isolation of threat/risk Evacuation Control of access Cordon management Initial reporting Escalation to Silver – Major Incident Team for further advice/resources	Assessment (scale, impact, duration) Establish response priorities Establish Incident Co-ordination Room (if required) Allocation of resources incl financial control Formal communications (internal and external) Liaison with external response teams Oversight of the activity of Bronze Team(s) Escalation to Gold Team Logging of the 'facts' and timeline of the incident	Establish Strategy for response Setting priorities for business continuity Reputation/Risk Management University priorities Liaison with external stakeholders and senior agencies (e.g. FCO, OfS) Spokesperson/media (Secretary to Council will be responsible for liaising with Council members during an incident).

More detailed definitions and full membership for each team is shown at Appendix A

## 4. Activation of the University's Major Incident Plan



\*Note on exception the UMIP will be invoked at the request of Gold, namely the Vice Chancellor or a nominated deputy.

## 5. Incident Response

Within the first hour of an incident occurring (the “Golden Hour”), the priority is to contain the incident and ensure the welfare of students/staff/visitors. The following timelines assume that the incident takes place during the normal working day, on campus. Off-campus incidents may be discussed and escalated with MIT Action Manager, in the first instance.

### Incident + 5 to 15 minutes

- The on-call Community Safety Manager will liaise with the on-duty Community Safety Team Manager and dispatch Community Safety officers to the site to secure the area and report findings as a situation report to the Control Room, awaiting further instruction;
- Incident reported to Chair of the MIT by Head of Risk and Resilience, who makes recommendation to convene the MIT if the incident is or is likely to become a Major Incident, by definition;
- After consideration of the information provided, the Chair of the MIT will decide whether to convene the MIT;
- If the MIT is convened, the Head Risk and Resilience will begin call-out procedure of core members (or nominated deputies) via phone and email.
- Note, the Major Incident Team will meet in the first instance via Microsoft Teams. This will be coordinated by the Risk and Resilience Team.

### Incident + 15 mins

- The virtual Major Incident Co-ordination Room is opened, where required (see section 6);
- MIT core members begin to arrive;
- The MIT is in session; The Chair of the MIT briefs the core team on the nature of the incident and confirms roles and responsibilities and also invites updates from the room;

For major incidents, the University uses the METHANE acronym as a checklist of initial actions:

**M**ajor incident declared? Confirm that the incident is defined as “major”.

**E**xact location – where has the incident taken place.

**T**ype of incident, e.g. explosion, building collapse etc.

**H**azards present – potential or suspected, e.g. dangerous chemicals

**A**ccess – routes that are safe or best to use for bronze response

**N**umber (and type) of casualties, if applicable

**E**mergency services – present or required?

The above list is not exhaustive and other steps may be required depending on the nature of the incident.

Where the incident is not major, the acronym ETHANE should be used (as above).

- The Chair of the MIT to determine who should be co-opted in order to provide expert support. The Head of Risk and Resilience will then begin call-out, if necessary;
- The Chair of the MIT contacts the Chair of the Gold Team and provides an overview of the situation.

### **Incident + 30 mins**

Take time to step back and assess. The MIT should be able to assess who is doing what and the actions that still need to be taken. At this stage, a decision should be made on the requirement for immediate communications (internally and externally). The Chair of the MIT should approve the channel and content for any message being sent (see Section 8 - "Communications").

### **Incident + 60 minutes**

- Manage the ongoing incident. Members of the Bronze Team should continue to liaise with the emergency services and specialist staff on site;
- As the incident evolves, the Chair of the MIT may co-opt other members, as required;
- At all times, an accurate record of events and decisions taken by MIT should be recorded by the Loggist;
- Take time to stop and review;
- Determine a response strategy and identify initial business continuity priorities. MIT Silver Chair to link in with Gold Team to confirm the strategic priority.
- If the incident does not require the ongoing attendance of MIT members, the Chair of the MIT should determine the time and location of subsequent MIT meetings.

At all times, consideration should be given to briefing out to the Gold Team. After each briefing, the Chair of the MIT should be clear with the Chair of the Gold Team when they can expect the next briefing.

Managing an incident out-of-hours will broadly follow the above, however, response times will be slower as MIT members and co-opted members may not be 'on-call' and may have to log into their device or travel. In these situations, greater emphasis will be placed on containing the incident and securing the site. The Head of Community Safety and Security (or nominated deputy) will be responsible for ensuring all decisions are captured during this initial phase, until the MIT is assembled.

During a prolonged Major Incident, the Risk and Resilience Team Action Manager (Head of and Risk and Resilience or Resilience Manager) should seek to facilitate MIT Silver Chair handovers, on a Monday morning, where possible. It is the responsibility of the Action Manager to collate information over the weekend to allow for a smooth and robust handover of MIT Silver Chairs.

## **6. Major Incident Co-ordination Rooms when online delivery is unavailable**

Major Incident coordination will take place online unless it is deemed necessary to meet in person. In which case, the following rooms have been allocated as Major Incident Coordination rooms.

CMR 1.0, First Floor, University House (primary)

- AC 0.1, Ground Floor, Argent Court, Science Park (stand-by). The primary room is CMR 1.0. AC 0.1 is to be used in the event that a) University House is unavailable b) CMR 1.0 is unavailable due to a University critical event or c) to allow for a second Incident Co-ordination Room.

Should the above rooms be in use when required by the MIT, the Chair of the MIT will request that the occupants vacate the room. The use of these rooms for MIT purposes is endorsed by the Chair of the Capital Space and Amenities Group (CSAG).

Suitable meeting space for the Gold Team will be found depending on the scope of the incident.

## 7. Contacts

The importance of maintaining an up-to-date list of contact details for all colleagues involved in the management of major incidents is critical. All core members of the MIT are, therefore, responsible for informing the Risk and Resilience Team of any changes to their contact details (mobile and/or alternative phone number).

The Risk and Resilience Team will coordinate and manage a list of deputies when core member of the MIT are unavailable. These details are held by the Risk and Resilience Team.

The contacts list is kept in a secure location on the University's network and access is restricted to the MIT Chairs and the MIT Secretariat. The contacts list will contain details of all Gold and core Silver (MIT) team members and contact details of key partner agencies. The Risk and Resilience Team will undertake an annual review of the contacts list to verify that the details remain accurate.

## 8. Communications

During a major incident, University communications are guided by the following underlying principles to ensure key elements are considered and the University is attentive to protecting and promoting its reputation with key audiences:

- Good communications are only possible with good intelligence – be clear on sources for information
- Identify who needs to be involved and who needs to be informed
- A single person should 'hold the pen' on key messages – editing by committee does not work
- People are at the heart of this – be clear who messages are from and for, and share messages via the routes key audiences are used to using
- Be honest, swift and straightforward in tone to reduce misinformation and rumour, and always use the Warwick brand 'voice'
- Be willing to engage when people raise concerns, and where this supports objectives in reassuring and managing reputation
- Think of 'business as usual' and whether other comms need to change –should anything be paused during a crisis, or newly implemented to complement messages about an issue or piece of news
- It is not always necessary or appropriate to communicate

Communications objectives are to:

- Provide factual, accurate and appropriate information to key groups in a timely way
- Urge people to take action to safeguard themselves
- Provide adequate signposting to sources of information and support
- Give confidence in the University's approach
- Provide reassurance
- Ensure there is engagement with affected individuals on concerns and feedback

In order to support these aims, the MIT is responsible for coordinating internal and external communication to ensure incident management is supported by effective communications and not

made more complex through people's confusion or lack of information. This will also help to mitigate any potential reputational damage that may follow a major incident.

A number of channels are used for major incident communication to staff, students and external stakeholders depending on the nature, scale and urgency of the incident. There are a range of digital channels and dissemination routes: "insite" and "MyWarwick" staff and student web portals, email, the "MyWarwick" app for students, digital signage, institutional social media accounts, dissemination through Heads of Department via departmental routes and, in some circumstances, the University's external homepage and direct engagement with external stakeholders. The most appropriate channel(s) will be recommended to the MIT.

The Chair of the MIT is responsible for agreeing the communications strategy: authorising channels to be used, audiences in scope and content and tone of messages; in some instances where there is external impact/visibility, this will require Gold approval and agreement on any media engagement. The Corporate Communications Team, namely the Director of Corporate Communications, is responsible for implementing agreed communications in conjunction with other service teams as appropriate.

Where the MIT needs to alert people urgently and/or out of hours, or requires urgent action in response to the incident – for example to tell people not to travel to campus/a part of campus, or to verify welfare - the "MyWarwick" app will be used and/or Warwick social media channels may be considered most appropriate. The Communications Team is responsible for implementing what is agreed by the MIT Chair, in some instances with Gold approval. No other colleagues or teams are authorised to use "MyWarwick" for disseminating major incident-related messages.

Updates and guidance are most commonly provided via "insite" and "MyWarwick". During usual operating hours, email is typically used to notify staff in the first instance, and Heads of Department are also asked to disseminate messages to staff and students via local routes.

## **9. MIT Meeting Agenda**

The minutes and actions of each MIT meeting will be recorded by the MIT Loggist using a formal Log Sheet (attached at Appendix B and also available via the [Incident Management](#) webpages).

Suggested Agenda for initial MIT meeting:

- I. Initial incident assessment and analysis of the situation
  - Examine the scope of the issue and potential implications
  - Scrutinise incident updates and scale of damage
  - Evaluate short-term impact of the incident
  - Ascertain what support mechanisms may be needed for all stakeholders and when access to the incident site may be available.
- II. Confirm ownership of the incident
  - Is the incident of sufficient impact or potential impact to require full MIT involvement?
- III. Allocation of MIT roles and responsibilities
  - Confirm the membership of the MIT
  - Assign individuals to roles.
- IV. Define objectives of the MIT
  - What are the immediate priorities at this time?

- What parameters and constraints does the MIT need to work within?
  - What are the possible long-term effects of the incident?
  - MIT Chair to seek Gold Team advice in order to determine MIT objectives / strategy to align with the above.
- V. Develop a response strategy
- A number of strategies may emerge during the initial stages, but agreement has to be reached on determining the most appropriate to adopt. Updates from the Communications team will be important, as will the agreement and approval of press statements and releases. The Incident Communications protocol should be invoked at this stage.
- VI. Agree actions and next meeting
- Actions will be based on the adopted strategy and the decisions made by the MIT Chair. The MIT may decide to arrange meetings of smaller sub-sets of people which may happen prior to the next full MIT meeting.
  - Determine the schedule of meetings and roster for MIT and the time and date of the next meeting.
- VII. Report out to Gold Team
- MIT Chair to brief Gold Team Chair on nature of incident and proposed response strategy
  - Gold Team Chair to be kept updated at frequent intervals or if a strategic steer is required.

## **10. Subsequent Meetings of the MIT**

Depending on the scale of the incident, the MIT should consider asking a Liaison Officer from the emergency services (if in attendance) to join the MIT meeting. The agenda for the meetings should be:

- I. Receiving a status report of, e.g. injuries, cause, damage, possible further damage/containment, business impact assessment
- II. Examination of the scope of the issue and potential implications and review objectives of the MIT. Are priorities right? Have parameters and constraints changed?
- III. Actions to manage damage including the need for any specialist assistance
- IV. Actions required on communications (internal and external)
- V. Actions for business continuity, including outline assessment of additional space requirements and identification of any additional personnel required for business continuity purposes
- VI. Review the response strategy
- VII. Check in on welfare and wellbeing of all MIT attendees and signpost to existing support structures
- VIII. Agree new actions and next meeting - Report out to Gold Team (to be done by MIT Chair)
- IX. MIT to be formally stood down (when appropriate to do so).

## **11. Resilience during Longer-term Incidents**

Members of the Major Incident Team are responsible for resource planning and continuity of capacity of the Team. For example, taking a view on the time that individual members have been involved in the response. The Team also has responsibility for ensuring the resilience and general welfare of Bronze Team members and other staff working on the incident.

## **12. Recovery Phase and Lessons Learned**

Even after the immediate crisis has passed, the MIT will continue to oversee the University response to the incident, ensuring the quickest and fullest possible recovery of core business functions, or until there can be a mutually agreed hand back to affected department(s), for them to manage the return to business as usual.

The Head of the Risk and Resilience Team (or deputy) will lead on the incident recovery and lessons learned phase, where relevant. Once the crisis has past and MIT has been stood down, MIT Gold, plus MIT Silver Chairs, members and relevant attendees may be interviewed, independently, in order to identify areas that worked well and lessons learned. The findings will then be collated, anonymously, and presented to MIT Chairs and Members in order to solidify and improve institutional Major Incident response. Actions or proposals as a result of the lessons identified piece will be presented to Gold via the Head of Risk and Resilience. The implementation of any proposals that are accepted by Gold will be formally overseen via the Head of Risk and Resilience.

## **13 Legal and Contractual Requirements**

The University has a duty of care to its members and visitors. The University will abide by all UK legislation and related to emergency planning. This includes the following Acts:

- Health and Safety at Work Act 1974
- Regulatory Reform (Fire Safety) Order 2005
- Human Rights Act 1998
- Corporate Manslaughter and Corporate Homicide Act 2007

Whilst the Civil Contingencies Act 2004 does not currently make specific reference to higher education institutions, it does promote the implementation of incident management and business continuity planning within all organisations. The University will therefore consider the principles set out in the Act when planning for and responding to major incidents.

The University recognises that it could be subject to action through the civil courts if it was found to be negligent in its major incident planning arrangements or duty of care. #

## **14 Safeguarding Requirements**

For any Major Incidents that require active operational safeguarding decisions, the Designated Safeguarding Lead (DSL) will be invited to and a member of MIT Silver. Whilst decision making responsibility for MIT Silver lies with the MIT Silver Chair, the Chair will appropriately consider the specialist recommendation of the DSL in, this context. The DSL may also operate outside of the MIT context, dependent upon incident frequency, risk and need.

## Appendix A – Roles and Responsibilities

<b>Gold: University Executive – Strategic role</b>	
<b>Purpose</b>	To provide a clear, strategic steer to the MIT (Silver Team) where an incident is particularly severe (e.g. death, destruction of an entire building) and/or has far reaching consequences. Invocation of the Gold Group is normally at the discretion of the Chair. Full meetings of the Gold Group may not always be necessary.
<b>Chair</b>	Vice-Chancellor & President, or nominated Deputy.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Registrar</li> <li>• Group Finance Director</li> <li>• PVC (Research)</li> <li>• PVC (Education)</li> <li>• PVC (International)</li> <li>• Commercial Director</li> <li>• Chief Information and Transformation Officer</li> <li>• Chief Communications and Marketing Officer</li> <li>• Secretary to Council</li> </ul> <p>N.B.: The Secretary to Council is also responsible for ensuring that the Governing Body and key external stakeholders are kept informed, as appropriate.</p>
<b>What the Gold team does</b>	<ul style="list-style-type: none"> <li>• Provides strategic steer to the Silver Team, if required</li> <li>• Operates in parallel with the Silver MIT</li> <li>• Approves longer-term business recovery priorities</li> <li>• Financial control</li> <li>• Advises on corporate priorities</li> <li>• Acts as senior spokesperson/s for the University (members should receive specialist media training)</li> <li>• Approves decisions on long-term staffing issues in the event of sustained disruption to core University activity.</li> </ul>
<b>What the Gold team should not do</b>	<ul style="list-style-type: none"> <li>• Have involvement in the tactical MIT response (n.b. the Chair of the Silver team is responsible for liaison between the Gold and Silver teams)</li> <li>• Have involvement in the ‘on the ground’ operational response.</li> </ul>

<b>Silver: Major Incident Team (MIT) – Tactical role</b>	
<b>Purpose</b>	To manage the University’s response to any situation which threatens serious damage to student and/or staff welfare; University buildings or environment; or the University’s reputation and/or financial stability, through the identification and implementation of appropriate and proportionate tactics. To consider and approve proportionate spending during Major Incidents in order to safeguard the wellbeing and welfare of the community.
<b>Chair</b>	<b>Weekly Rota (Monday to Monday);</b> HR Engagement Director; Director of Wellbeing and Safeguarding; Director of Student Discipline and Resolution; Director of Administration – Social Sciences; Deputy Chief Information and Digital Officer; Director of Strategic Change Planning; Director of National and Regional Policy; Director of Academic Policy and Quality
<b>Other Membership</b> (n.b. depending on the nature of the incident, it may not be necessary for all members to be involved. The Chair will determine who is required to attend and membership will be fluid dependent upon the nature of the incident).	<ul style="list-style-type: none"> <li>• Head of Community Safety and Security</li> <li>• Director, Wellbeing and Safeguarding</li> <li>• Director, Health and Safety</li> <li>• HR Director</li> <li>• Director of Corporate Communications</li> <li>• Director, Estates</li> <li>• Academic Registrar</li> <li>• Associate Director, Communications</li> <li>• Client Experience Director, Information &amp; Digital Group</li> <li>• Chief Executive of the Students’ Union (to be invited if the student body is impacted)</li> <li>• Or nominated deputies.</li> </ul>
<b>Action Manager &amp; Advisor to Chair</b>	<ul style="list-style-type: none"> <li>• Head of Risk and Resilience, or nominated deputy.</li> </ul>
<b>Supported by (if required)</b>	<ul style="list-style-type: none"> <li>• Risk and Resilience Manager or nominated equivalent – Loggist and support for the Action Manager and Chair.</li> </ul>
<b>In Attendance</b>	<ul style="list-style-type: none"> <li>• Silver Chair to call on other colleagues with particular knowledge or operational skills and expertise, if required.</li> </ul>
<b>What the Silver Group / MIT does</b>	<ul style="list-style-type: none"> <li>• Ensures the Gold Team are kept up-to-date (responsibility of</li> <li>• Ensures key stakeholders are kept up-to-date</li> <li>• Conducts ongoing assessment of scale, duration and impact</li> <li>• Establishes priorities for approval by Gold</li> <li>• Allocates resources</li> <li>• Manages the operational response</li> <li>• Approves and circulates internal and external communications</li> <li>• Initiates emergency call centres, if required</li> <li>• Liaises with external agencies e.g. emergency services, HSE etc.</li> <li>• Initiates business continuity planning, where appropriate.</li> <li>• Operational Safeguarding decisions</li> </ul>
<b>What the MIT does not do</b>	<ul style="list-style-type: none"> <li>• Have involvement in the ‘on the ground’ operational response</li> <li>• Focus on isolated aspects and/or impacts of the incident (a sub-group of the MIT should be established if extensive specialist discussion is required)</li> <li>• Act as senior spokesperson/s for the University</li> <li>• Investigate or speculate on causes.</li> </ul>

Whilst the University has an operational response function, this is not directly comparable to a 'Bronze' team as defined in the national incident escalation model utilised by the emergency services. The table below outlines who may be involved in the initial incident response and the tasks these colleagues may undertake.

<b>Bronze: Operational Response Team – Operational role</b>	
<b>Purpose</b>	To provide the immediate and ongoing operational response to the incident.
<b>Who may be involved</b>	Community Safety, Estates staff, Health and Safety Advisers, Fire Wardens, First Aiders, IT Services, RCT, WSS.
<b>Bronze Commander</b>	Operations Manager (or nominated representative) Community Safety team, if appropriate.
<b>What the Bronze Group do (led by the Bronze Commander)</b>	<ul style="list-style-type: none"> <li>• Immediate incident response, such as initial assessment of scale, duration and impact</li> <li>• Liaison with the emergency services</li> <li>• Establishment and management of cordons</li> <li>• Evacuation of premises</li> <li>• Control of access to affected areas</li> <li>• Sit-rep and escalation to the Major Incident Team via the Head of-Community Safety and Security</li> <li>• Take direction from the MIT, if appropriate.</li> </ul>
<b>What the Bronze Group does not do</b>	<ul style="list-style-type: none"> <li>• Have involvement in the strategic/tactical management of the incident</li> <li>• Make decisions that are outside the scope of the initial dynamic assessment and scene management and/or in isolation from the MIT</li> <li>• Operate in silos from the MIT and other Bronze team members.</li> </ul>

## Appendix B – Log Sheet

Date:	Time:	Page of
Incident:		Completed by:

At the onset of an incident, all actions, decisions and information (sent or received) should be logged in order to keep a record of the event and also for the use following the incident to identify any lessons learnt. Each page should have the incident details completed at the top, along with the page number and name of the person completing.

Time	Detail	Action (A), Decision (D) or Information (I)	Completed?
<i>E.g.</i>			
15.45	Joe Bloggs called to alert of a fire in the building, the	I	
	fire brigade have been called and are on their way		
15.55	Decision made to invoke the University Major Incident	D	
	Plan		
16.00	Call cascade to all departments to inform of incident	A	
	and request a completed SitRep		