Major Incident Plan

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A public version is available on the University website at

https://www.sheffield.ac.uk/incidents/management

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Learning and Teaching Arrangements in a major incident (part of Business Continuity Guidance for Learning and Teaching, see https://www.sheffield.ac.uk/lets/pp/qa/bcplanning)
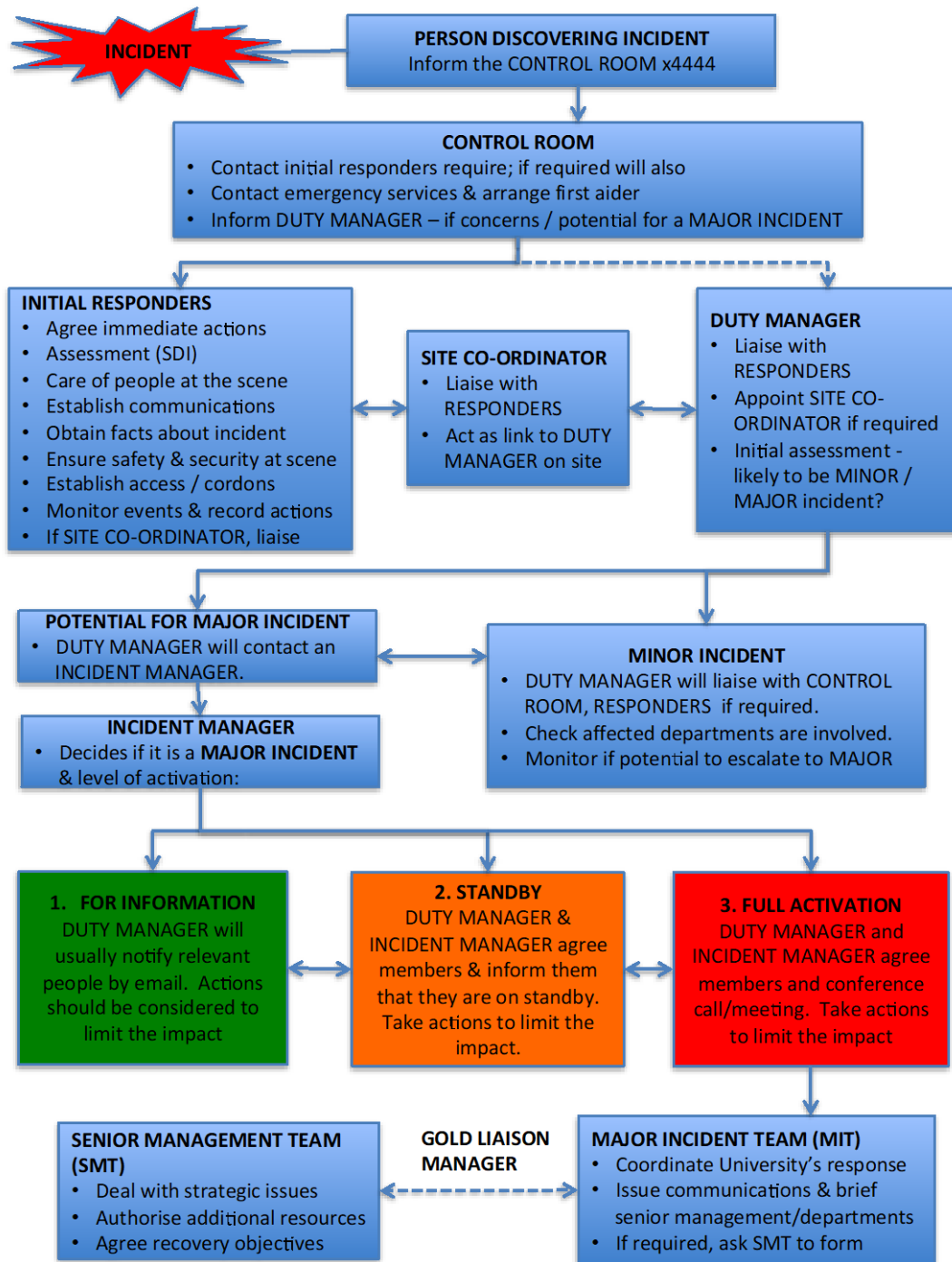
Accommodation during a major incident

Management of Occupations

Under Consideration:

Incident Control Centre (designated locations for Major Incident Team meetings including resources/equipment requirements

Major Incident Process

INCIDENT

PERSON DISCOVERING INCIDENT
Inform the CONTROL ROOM x4444

CONTROL ROOM
- Contact initial responders require; if required will also
- Contact emergency services & arrange first aider
- Inform DUTY MANAGER – if concerns / potential for a MAJOR INCIDENT

INITIAL RESPONDERS
- Agree immediate actions
- Assessment (SDI)
- Care of people at the scene
- Establish communications
- Obtain facts about incident
- Ensure safety & security at scene
- Establish access / cordons
- Monitor events & record actions
- If SITE CO-ORDINATOR, liaise

SITE CO-ORDINATOR
- Liaise with RESPONDERS
- Act as link to DUTY MANAGER on site

DUTY MANAGER
- Liaise with RESPONDERS
- Appoint SITE CO-ORDINATOR if required
- Initial assessment - likely to be MINOR / MAJOR incident?

POTENTIAL FOR MAJOR INCIDENT
- DUTY MANAGER will contact an INCIDENT MANAGER.

MINOR INCIDENT
- DUTY MANAGER will liaise with CONTROL ROOM, RESPONDERS if required.
- Check affected departments are involved.
- Monitor if potential to escalate to MAJOR

INCIDENT MANAGER
- Decides if it is a **MAJOR INCIDENT** & level of activation:

1. FOR INFORMATION
DUTY MANAGER will usually notify relevant people by email. Actions should be considered to limit the impact

2. STANDBY
DUTY MANAGER & INCIDENT MANAGER agree members & inform them that they are on standby. Take actions to limit the impact.

3. FULL ACTIVATION
DUTY MANAGER and INCIDENT MANAGER agree members and conference call/meeting. Take actions to limit the impact

SENIOR MANAGEMENT TEAM (SMT)
- Deal with strategic issues
- Authorise additional resources
- Agree recovery objectives

GOLD LIAISON MANAGER

MAJOR INCIDENT TEAM (MIT)
- Coordinate University's response
- Issue communications & brief senior management/departments
- If required, ask SMT to form

Agenda for initial meeting of the Major Incident Team (MIT)

Action/item (consider time outs/short breaks during the meeting)

1. Introductions and housekeeping

2. Confirm attendees; need a Loggist. Use information boards?

3. Check holding statements have been issued (if required)

4. Declare major incident – reason for activation

5. Establish the aim of the MIT and its objectives (priorities)

6. Situation update on incident (Scale, Duration, Impact) - on-going

7. Update by members/information– consider risk assessment and impacts to determine the priorities/actions required.

The first priority is the welfare/safety of people. Check:

- o Security of the site/control of the area is established
- o Liaison with emergency services is established
- o Staff are briefed and have the resources required
- o Data is collated on those affected

8. Communications (**Appx B**)

- o Agree stakeholders to communicate with
- o Agree key messages for stakeholders
- o Review need for University spokesperson
- o Agree timescales for updates for communications

9. Membership– invite others? E.g. CICS if information systems are affected

10. Finance/additional resources

- o Arrangements for immediate purchasing?
- o Inform University insurers of incident?
- o Legal advice required?
- o Is mutual aid required – MoU with Hallam? Another university?
- o Is the Senior Management Team required?
- o Have any business continuity plans been activated?
- o Recovery arrangements?
- o Reporting to OfS? Notice to other regulators required?

11. Allocate tasks to the members of the MIT (ongoing)

12. Specific arrangements required for the Team or responding staff – staffing levels, catering, travel, sleeping arrangements, parking

Any other items and next meeting details – stand down?

1. Introduction

1.1 Aim and Objectives

The aim of this plan is to enable the University of Sheffield to manage any major incident effectively.
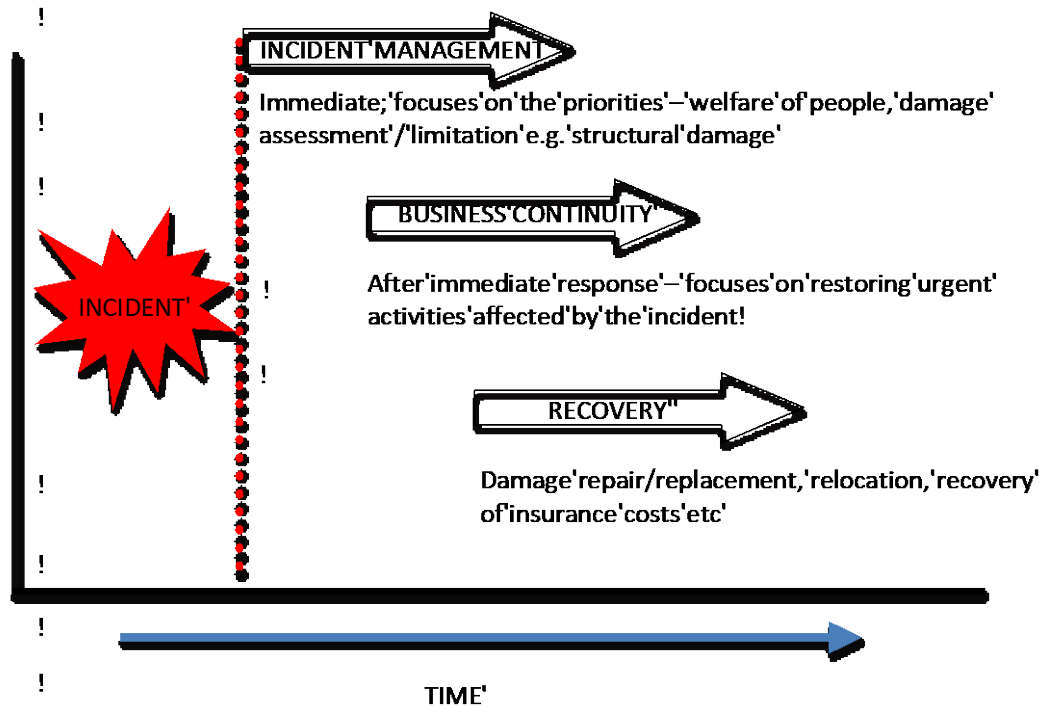
The objectives are to:

1. Focus on the health, safety and welfare of staff, students, visitors and the local community.
2. Minimise the disruption of the incident, impact on the University's infrastructure and University operations.
3. Protect the reputation of the University.
4. Facilitate a co-ordinated response with other agencies involved in the response.
5. Ensure that the University has an on-going capability to manage incidents, which is reviewed and tested on a regular basis.

1.2 Purpose and Scope

This plan is intended to be available to all members of University staff, who need to be aware that the University has arrangements in place to deal with incidents and to be aware of the information provided in **Appendix C** (What All Staff Need to Know.) The detail of this plan is only required by those involved in the response to incidents, who will receive training and attend exercises.

All University departments should have arrangements for dealing with day-to-day incidents and it is not the function of this plan to address these. This Plan is for major incidents occurring in any buildings owned, leased or shared by the University and those occurring away from the campus such as field trips, sports events etc. This plan does not apply to partner colleges or off site locations under the control of others.

This plan is intended for all staff and is focused on the response to the major incident i.e. the "incident management" phase – addressing the actions and decisions required to deal with and contain, or minimise, the immediate effects of the incident. A separate document has been produced to deal with recovery planning, i.e. the rebuilding and restoring of the University after an incident (though there is some overlap). Business continuity arrangements may also be running in parallel, with departments that have been disrupted using arrangements in their business continuity plan to keep their priorities running. The diagram on the following page provides an illustration of the considerations after an incident - though in reality the incident management phase may continue for a longer period and all three stages are likely to overlap, so it may not be easy to identify each phase,

INCIDENT MANAGEMENT

Immediate; focuses on the priorities – welfare of people, damage assessment / limitation e.g. structural damage

BUSINESS CONTINUITY

After immediate response – focuses on restoring urgent activities affected by the incident!

RECOVERY

Damage repair/replacement, relocation, recovery of insurance costs etc

INCIDENT

TIME

1.3 Review/Updating of the Plan

After every major incident a debrief will be organised to discuss the management of the incident and identify improvements for the future. The plan will be reviewed as a minimum on an annual basis. Any lessons identified by debriefing following an incident, near miss or an exercise will be addressed and revisions made to the plan as required.

1.4 Training and Exercising

It is essential that people are familiar with their roles in this plan. An exercise of this plan will take place on an annual basis to ensure it is fit for purpose, and a report will be produced to identify lessons for future updates. If a major incident occurs during the year, it may be classed as a check of arrangements, and in this case an exercise will not be held.

Key roles in the plan will receive training prior to being called out during an incident. Duty Managers, Incident Managers and Loggists, will receive training and be expected to attend additional sessions to support them in their role. Other members of staff will receive training as appropriate, or when needs are identified.

2. Activation

2.1 Definition of an incident

The University of Sheffield has defined two types of incident. This plan should only be used when there is a potential or actual major incident.

A **major incident** is when a situation threatens to cause serious harm/damage to staff, students, the University community or property; also if it could have a serious impact on the normal operations or reputation of the University. It cannot be managed within normal capabilities and will require the implementation of special arrangements by the University.

A **minor incident** is a smaller scale event that has a limited impact and is dealt with by departmental business continuity plans (which may also be used to respond to major incidents). It would usually involve one or a small number of University departments e.g. denial of access to a building or minor power cut and result in a limited disruption of services. However some minor incidents can become major incidents.

There may be occasions when a disruption could occur or is foreseen, especially with rising tide events, or where there is a potential issue that requires a group to co-ordinate or plan a response. But there may not be the same level of urgency and an incident team may not be appropriate. A planning team may be formed and comprise of different members to an incident team to manage this under business as usual, but it may be useful for elements of this plan to be used.

The time of year may affect the response to the incident, for example, incidents occurring at key times of graduation, clearing, exams etc, and may be linked to the priorities identified in the University's business continuity plans. If a Major Incident Team is formed at the same time as departments have implemented arrangements from their business continuity plans, the affected areas should feed information into the Major Incident Team, where possible. They can pass this onto either their departmental/faculty representative if on the Team, or to the Business Continuity Managers (who usually act as a Support Manager) to feed onto the Team.

The emergency services may be responding at the University and declare a major incident, but this plan can only be used if deemed appropriate by the University.

2.2 Levels of a Major incident

1. For information: This is when information is received about a situation that may arise or affect the University, such as weather warnings, and indicate there could be a problem. It applies when it is unlikely that there is an immediate need for a response and there is not sufficient justification to put staff on standby.

2. Standby: There may be occasions when information indicates that there is the potential for an incident, but full invocation is not appropriate. In these circumstances the required members of the Major Incident Team should be notified that they are **on standby** so they are ready to respond if required. If the situation

improves then they can be stood down; or if the situation deteriorates **full invocation** may be required.

3. Full invocation: When an immediate response or deployment of resources is required – usually when the incident has already occurred, is required, the Major Incident Team should be established as quickly as possible to enable the University to respond. This can be by a face-to-face meeting or by conference call.

2.3 Links to other plans
This plan does not operate in isolation and fits with normal University procedures. This document has a list of other documentation that work together with this plan to enable the University to respond to a range of incidents e.g. infectious diseases. See Other Plans/Related Documentation (on Page 3).

3. Notification

3.1 Notification of Incidents through the Control Room

Potential or occurring incidents should be reported to the Control Room. When receiving a call about an incident the Control Room will ask for:

1. The name and department of the person reporting the incident (or rank and service of the person giving the notification if it is from the emergency services)

2. The telephone number of the person

3. Any of the following information that is available:

- **E**xact Location
- **T**ype of incident
- **H**azards present or suspected
- **A**ccess – routes that are safe to use, any issues
- **N**umber, type, severity of casualties
- **E**mergency services present and any required

(This is based on the assessment the emergency services use known as METHANE – the Control Room do not use the "M" because it asks whether a major incident has been declared, but in terms of this plan it would not yet have been.)

The Control Room will initially decide whether to send someone to the site and follow their procedures to notify the initial responders.

The Control Room will notify the Duty Manager (DM) of the incident in line with their procedures, where they suspect the incident has the potential to escalate to a major incident. The Duty Manager will follow the actions under 3.5.

3.2 Other Notification of Incidents

Not all incidents will be notified through the Control Room – especially those with a lead in time or a "rising tide" incident such as infectious disease like flu. In this case information should either be passed on to one of the University's Business Continuity Managers who will ensure it is passed to the Duty Manager, or to the Duty Manager directly. The same information under points 3.1 will be requested. The DM will then follow the usual procedures below in deciding whether it needs to be escalated, under 3.5.

3.3 Incidents Occurring Away from the University

An incident may happen away from the University including overseas. Notification of this may be from the department or through the Control Room. Again this should be passed to the Duty Manager. If the incident has the potential to be a major incident the University will arrange, where possible, to send a team of representatives to the incident or to the location where the affected staff/students are based.

The following may need to be considered:

- A risk assessment of the situation and the health and safety of those staff travelling to the location.
- Identification of the appropriate people to send to the incident, which would usually involve HR and Student Support Services, to provide support and advice to the staff and students affected.
- In identifying the team consideration should be given to the number of people required to ensure that there is appropriate cover for the response required and the likely duration of the off-site involvement. There may be a need to send a person to deal with communications, especially the media, and also from the faculty or department involved.
- Suitable insurance and travel arrangements.
- Briefing and communication for the members of staff being sent. Support needs to be available to them whilst away and on their return.
- Whether the University may need to liaise with the Foreign and Commonwealth Office to arrange appropriate visas etc.
- The identification of a lead manager within the group travelling who will deal with queries and act as the point of contact with the Major Incident Team. They will be expected to report to the Major Incident Team – through the Duty Manager or an agreed point of contact - on a regular basis.
- Arrangements for the relief of the 'away' team such as sending additional members of staff will need to be agreed by the MIT.
- Notification to Global Engagement of the incident.
- The time of meetings of the Major Incident Team, if the incident is in a different time zone, and how staff at the University can liaise with those overseas.
- Whether staff have the appropriate resources and equipment to deal with the situation.

N.B. Student Support Services has a critical support team as part of welfare and guidance that operate in Sheffield when required and may be able to be deployed to the incident to provide support/advice to students.

3.4 Incidents Occurring at other Universities / Organisations in Sheffield

Anyone aware of an incident occurring at another institution, or in close proximity, that could affect the University should follow the procedures under 3.2 Other Notification of Incidents.

3.5 Assessment of the Incident

The Duty Manager (DM) will assume responsibility for co-ordination of the incident.

The DM will start a log of all their actions, contact any responders required (if the Control Room have not already done so) and discuss the situation with someone on site.

Based on the information received the DM will then make an assessment:

<u>If it is a minor incident</u>, the DM, together with the Control Room, will contact the appropriate contact/s in the department.

<u>If it is a major incident</u>, i.e. the incident is deemed to have the potential to warrant activation of this Plan.

Note departmental business continuity plans may be invoked during minor or major incidents; the key difference being the liaison/reporting to the Major Incident Team for a major incident.

The Duty Manager/Incident Manager will (as appropriate) will agree on the level of activation:

Level 1 for information only: The Control Room may notify the Duty Manager of a situation that doesn't require specific action or a response at that time. The DM will advise relevant contacts by email, including a potential Incident Manager and monitor the situation in case it requires escalation, for example, weather warnings.

Level 2 Standby: The Duty Manager should contact the Incident Manager based on the type of incident (see P26-7 for a list of Incident Managers) and the Incident Manager must agree to go to Standby. The IM and DM should discuss who is needed for the MIT (in addition to the core team) and Incident Manager will agree who should contact (by phone) the other Team members. Possible resources should be located ready for deployment if required.

The Duty Manager and/or Incident Manager will contact the relevant people to inform them that they are on standby. They should ask the Control Room to contact members they don't have details for.

This level will usually apply where there is a lead in time for the incident and planning is required, for example, when potential protests or adverse weather conditions are predicted. If appropriate, the Duty Manager should consider the appointment of a Site Co-ordinator to manage the initial responders at the scene and liaise with the Duty Manager.

Level 3 Full Activation: When an incident has already occurred that falls within the definition of a major incident (section 2.1), the Duty Manager will advise the Incident Manager of the incident and the Incident Manager must declare it is a major incident and agree the full activation of the Major Incident Team. The Incident Manager and Duty Manager should discuss and decide who should form part of the Major Incident Team, in addition to the core group, and contact them (by phone).   The IM and DM should ask the Control Room to contact members they don't have details for.

The Duty Manager and/or Incident Manager will contact the relevant people to attend an incident meeting, where they will manage the incident. Alternatively they may notify members of the time of a conference call, especially if it is out of normal office hours and members are off site, as this may be the quickest way for the team to agree initial decisions (a meeting on site can be held later). If appropriate, the Duty Manager should ensure someone is appointed as Site Co-ordinator to co-ordinate the initial responders at the scene and liaise with the Duty Manager.

When declaring a major incident, where possible the Incident Manager should notify the Director of HR and Communications that they are performing this role. The Director of HR and Communications will then update the President and VC and others as appropriate. After this initial notification the Incident Manager will then either directly update senior management or appoint someone (as Gold Liaison) to perform this role as the incident progresses.

N.B The level of activation may change during an incident, as more information emerges, so a continual assessment of the situation is required.

3.6 Standing Down the Major Incident Team

When the initial response phase is over, stand down will be by:

Level 1: the Duty Manager (confirm via email).

Level 2: the Incident Manager (the IM will contact the rest of the MIT by phone.)

Level 3: the Incident Manager/Major Incident Team (agreed at a MIT meeting).

When deciding whether to stand down or to what level, the responsible person should refer to the definitions above. Standing down will usually happen when there is no longer a threat or the situation has changed.

If there is a substantial risk of the incident continuing/recurring, it is advisable to keep the Major Incident Team on Standby.

However standing down may not always mean the incident is over; there may be some occasions where the incident is stood down from one level to another. Or that another group is responsible after the initial response phase. N.B. There may also be a need for recovery planning to continue once the MIT has been stood down; this will be agreed by the MIT at the time.

4. Roles and Responsibilities

4.1 The University Structure for Incidents

The University of Sheffield has adopted a similar structure to that used by the emergency services:

Bronze level: This is the operational level referring to members of staff who provide the immediate response to an incident, in a "hands on" role and are usually at or near the scene.

Silver level: This is the tactical level referring to members of staff who decide and co-ordinate the activities of bronze. This is a "hands in" role.

Gold level: This is the strategic level referring to members of staff who decide on the overall approach. This is a "hands off" role.

Initial Responders (bronze staff)

The first members of staff to be made aware of any incident, including major ones, are usually in front line roles and have immediate responsibility for informing the appropriate people. It is their role to follow the notification procedures set out in this document so as to enable the University to respond (see section 3.1).

This will apply to staff across the departments of the University and should be promoted to all front line staff working on campus and at the residences in Estates and Facilities Management (including Security, Portering, Cleaning), Accommodation and Commercial Services and Health and Safety.)

Local Teams (business continuity planning)

Departments may also form their own teams using their business continuity plans to help continue their operations. They will liaise as appropriate with the Major Incident Team.

Major Incident Team (MIT - silver)

This is a team from across the University to provide the tactical management and leads on the incident. This team will decide the University's response to a major incident (and will determine the strategy if SMT is not sitting.)

Senior Management Team (SMT – gold)

UEB will take on this role but will be recognised as sitting as SMT for the duration of the incident. This Team would only be required for the most serious incidents. If the major incident is posing a serious threat to the priority activities/services of the University, or if the MIT requires strategic direction, the University's SMT may be requested to form by the MIT and would operate alongside the MIT.

4.2 Bronze

This section covers anyone who has a "hands on" role at the scene of the incident. This includes:

- Any initial responders: This will apply to members of staff across departments of the University, especially front line staff working on campus and at the residences in Estates and Facilities Management (including Security, Portering, Cleaning etc.) and Health and Safety.
- The Site Co-ordinator: to co-ordinate the initial responders on site.

Bronze are operational staff and will usually be the first people to attend at the scene as part of the University's response.

The type of incident will determine who acts as an initial responder. Members of staff at the Bronze level report in to Silver i.e. the Duty Manager.

Before attending site all initial responders should:

- Have appropriate Personal Protective Equipment required such as torches, wellies etc.
- As necessary, be aware of the hazard information obtained by the Control Room.
- If there are any potential hazards, confirm the location and safe routes to the incident.

It is essential that initial responders keep a record/log of their actions/decisions. See the incident log in appendices.

Initial Responders

The type of incident will dictate who will initially respond, their role initially is to**:**

- Agree a (safe) location and meet.
- Carry out an assessment (Scale, Duration, Impact) of the incident.
- Consider any casualties / care of people at the scene.
- Identify any hazards - consider the safety of those on site.
- Establish access – ensure security at the scene (site access is controlled).
- Establish communications and ensure media enquiries passed to media team.
- Identify whether the emergency services are required. If they are on site, speak to the Incident Commander.
- Obtain facts about the incident.
- Monitor the situation and record all actions/decisions.
- Agree who will collate all information from responders and report back to the Control Room or Duty Manager as appropriate (if no Site Co-ordinator.)

The list below identifies people that may be initial responders and their actions:

Security /Portering (usually first on scene)	• Immediate security of the site/control of access. • Liaison with emergency services/agency on site. • Crime scene/forensic preservation. • Information gathering for the incident / incident log.
Health and Safety	• Lead for incidents involving fires/hazardous materials. • Safety of personnel on site.
Estates and Facilities Management	• Shut down/isolate/repair utilities as appropriate. • Liaison with emergency contractors. • Liaison with utility companies. • Provide cordons (locks etc.).
Corporate Communications	• Media co-ordination. • Draft press statements – holding statement. • Information to staff / other stakeholders.
CiCS	• Assess/repair CiCS managed IT and phone systems. • Liaison with telecommunications provider.
Student Support Services	• Provide advice/support to students as required.
Residences Support	• Give advice/support to students at the residences • Work with Student Support Services
Students' Union Security Departmental contacts	• Similar to Security from 5:30pm – Union closes. • Knowledge of local area and priority operations. • Knowledge of hazards with Health and Safety. • Communication with appropriate departmental contacts.

Where there are a number of people on site, it is important that from the responders someone is identified as a Site Co-ordinator, (SC) to consider health and safety issues, and check that known hazards on site are identified. The Duty Manager will ensure a Site Co-ordinator is appointed, when required.

Site Co-ordinator
Role

The Site Co-ordinator will:

- As appropriate, consider the safety of members of staff on site, including the identification of Personal Protective Equipment requirements – liaise with Health and Safety as required.
- Review and report on the level of University resources on site to undertake any work required.
- Check that an appropriate risk assessment is undertaken and advise others as necessary.
- Monitor the situation and liaise with the Duty Manager.
- Liaise with the emergency services, together with any Security staff on site, if required/appropriate.
- Consider the need for equipment or other materials to be salvaged from the affected area.
- Liaise regularly with staff acting as initial responders on site.

Candidates

The most appropriate person to fulfil this role will depend on the type of incident e.g. for a security based incident it would be the Security Supervisor, for a chemical incident in a laboratory it would be the Departmental Manager/Laboratory Supervisor:

Security Supervisor

Representative from the department, such as the Laboratory Supervisor or Departmental Manager.

It is imperative that this individual is easily recognisable – ideally they should wear a high visibility tabard.

N.B Accommodation and Commercial Services have on call arrangements at the residences. If the incident is affecting or at the residence, the ACS contact should be informed / involved in the first instance by the Control Room.

4.3 Silver

This section covers the tactical managers/team who decide and co-ordinate the activities of bronze (the operational staff). This is a "hands in" role and includes:

- The Duty Manager: acts as the link between the Control Room, site of the incident and the Incident Manager
- The Major Incident Team: will usually lead and manage the incident on behalf of the University

The type of incident will affect who sits on the Major Incident Team. The operational staff (Bronze) will report in to the Duty Manager (usually through the Site Co-ordinator) who feeds information to the Major Incident Team.

It is essential that all the Duty Manager and Major Incident Team keep a log of their actions. See the incident log in appendices.

Duty Manager
Role

The Duty Manager will:

- Act as point of contact for the Control Room when there is a potential incident.
- Assess and decide on the appropriate response to an incident, based on discussion with appropriate contacts and follow the relevant procedures.
- Liaise and provide updates to the Control Room, appropriate contacts in departments, the emergency services and senior management as required.
- As appropriate, liaise with Site Co-ordinator or attend the site of the incident to manage the response.
- If attending site, act as the main University contact on site.
- Be responsible for the co-ordination of the University's response to the incident until the Major Incident Team is established.
- Be responsible for contacting the Incident Manager.
- Responsible for advising the Incident Manager on current information and discussing the proposed level of activation – standby or full activation.
- Attend Major Incident Team meeting (physical/virtual).
- Provide an update of the situation to the Major Incident Team - and on-going liaison with site and situation updates to the MIT.
- Where possible, check if any department business continuity plans that have been activated.
- Keep a personal log of decisions made and actions taken, with justification/reasons for these decisions.
- Follow up on the actions/response to an incident as appropriate.
- Attend debriefs/provide feedback for incidents as required.

Note this role is most heavily involved where there is a physical incident, because of the links to the site of the incident, Site Co-ordinator and liaison required. For other types of incident that affect, for example, the University's reputation, support to students etc., the Duty Manager role may not be as involved.

Actions

The Duty Manager will, after notification of an incident from the Control Room, speak to a person on site. If nobody is on site, the Duty Manager should seek advice from Health and Safety and information from the Control Room about whether it is safe for someone to attend. If it is safe and if required, the Duty Manager should appoint a Site Co-ordinator. If it is not considered safe to attend site a Rendezvous Point (RVP) should be agreed, with Security, the emergency services or Health and Safety where a Site Co-ordinator can attend and be briefed on the situation.

The Duty Manager will remain off site until they have received a report from on site and then decide what action is required.

It is essential that the Duty Manager reviews the potential impact of an incident before considering the need to contact an Incident Manager, including whether the incident could be dealt with under normal University procedures.

Candidates - 6 members of staff formally on call, their normal roles are

Facilities Managers (4)

Deputy Security Operations Managers (2)

On call and Handover

One Duty Manager is on call each week, so it should not be assumed that all Duty Managers would be available to assist in the event of an incident. As some incidents may be protracted it is not advisable to have all Duty Managers responding initially. Consideration may need to be given to sending some Duty Managers home to enable cover for shifts if the incident continues.

Given that Duty Managers are on call on a weekly basis, some incidents may span this changeover period. The Duty Manager on call should ensure that they handover relevant information to the incoming Duty Manager.

In some circumstances a decision may be taken to ask the Duty Manager who is already involved with the incident to continue in their role. It should not be assumed that this can happen - and should only be requested in exceptional circumstances, given the staff welfare considerations. If this were considered, the first question is the Duty Manager's willingness to continue their role. If they are not willing then there should be a handover to another Duty Manager. If they are, then the following also need to be addressed before they can continue acting as the Duty Manager:

- The Duty Manager's ability to continue their role.
- Handover process for the Duty Manager's normal workload to another for as long as required.
- Any additional support required by the Duty Manager to enable them to continue.

Major Incident Team

The Major Incident Team will usually lead and manage the incident for the University, meeting at a location that will become the Incident Control Centre. However depending on the situation, if decisions are needed urgently and the incident occurs out of hours it may be quicker to initially hold a conference call, and arrange a face to face meeting after.

Their main function is to co-ordinate the activities of University departments in response to an incident and to respond to requests for resources.

They will determine the priority in allocating resources, plan and co-ordinate the overall response and obtain any other resources as required.

There should usually be a maximum of 12 people on the Team and all members must be empowered/have the authority to make decisions on behalf of the area they represent. If the number of people attending meetings frequently exceeds this, consideration should be given to establishing sub groups to task areas of work to, with the chair(s) of sub group(s) attending Major Incident Team meetings to report on progress.

Role

The Major Incident Team will:

- Formally declare a major incident.
- Obtain and co-ordinate all information about the incident.
- Determine the scale, duration and impact of the major incident.
- Define the aim and objectives of the Team (use objectives in Section 1.1).
- Decide the University's approach to deal with the immediate effects of the incident.
- Discuss as a Team and agree decisions, including reasoning for a preferred course of action and ensuring this information is logged.
- Prioritise the immediate actions with the aim of preventing further damage (consideration and prioritisation of short, medium and long term issues).
- Liaise with initial responders and senior management as appropriate.
- Liaise with departments regarding issues - in particular ensure HoDs are updated and notified of any requests/work required.
- Liaise with any multi-agency silver group established (usually by the Police).
- Allocate tasks to appropriate people/groups and as required, confirm that they have been completed – the Major Incident Team may need to set up sub groups for specific work.
- Ensure the deployment of required resources and equipment.
- For any incidents involving information systems, data loss/breach ensure CiCS are involved so they can escalate or notify as appropriate e.g. DPO
- Consider the need for shift changes/handover.
- Communicate as appropriate throughout the situation with identified stakeholders - the Team need to determine who should be communicated with (see **Appendix B**) and what the key messages are.

- Determine if a call centre is required.
- Monitor and review the situation (ensure regular situation updates).
- Ensure all decisions/actions are recorded, with appropriate reasons for these (may need to advise the Loggist or check the log - see Guidance for Logging for more information).
- Decide whether the SMT is required and if necessary, request this i.e. if it is felt appropriate due to the scale of the incident, expenditure etc.
- Identify recovery requirements, including whether to set up a Recovery Team to manage recovery planning and the need to inform insurance.
- Agree when the Team can be stood down.
- Formally declare the Team is stood down (the incident may not be).
- Review the lessons identified from the incident (attend debrief).

Meetings

The initial meeting should be arranged as soon as possible after deciding it is a major incident, at a location agreed by the Incident Manager /or Duty Manager.

The Team will meet as required, usually once a day, depending on the incident. It is important to have breaks after a meeting for members to complete any actions. The Team may need to consider operating continuously, or different working hours to accommodate liaison with those at the scene if the incident has occurred in a country with a different time zone.

 The meeting usually should not start until all members are present. But if urgent decisions are required, it can start with a minimum of 3 people, providing someone is logging (see Guidance for Logging) and an update is given when others arrive.

The Support Manager will provide or organise all administration and consult with the Incident Manager about meetings. The Support Manager will arrange for a Loggist to record decisions, actions and the rationale for them. They will organise catering and shift cover if the incident may last longer than a few hours.

At the start of the meeting, it is essential to refer to the agenda on Page 5. The Team should confirm who is in attendance and this should be noted, with changes during meetings. When new members attend, introductions should be made.

The Team should be explicit not only about the decisions they are making, but the reasons for them and why they have chosen not to pursue other options.

Actions tasked to others should be reviewed. If there is uncertainty, the Loggist may ask questions to ensure that the log is accurate; the MIT should assist them.

The Major Incident Team should ensure there is a log, but the Incident Manager has overall responsibility for the log. The Incident Manager should approve the log for accuracy. Members should ensure their decisions are clear and understood, as well as the justification for these. They should be explicit if something needs to be recorded i.e. ask the Loggist to note something in the log.

In most instances the Incident Logbook will be used, though sometimes minutes may be taken instead of, or in addition to an incident log.

Information Boards

The Team need to consider:

1. what the current information or status is (STATUS) - it may be useful to include the time
2. what the impacts of this are (ISSUES/IMPACTS)
3. what actions are required (including communications) to manage this (ACTIONS) and note when they are completed

This is to identify what impacts have arisen from the incident; it should also assist in identifying and prioritising the actions required (and to check if they are complete). It is most effective as a visual system e.g. using three flipcharts; but can be by whatever means the MIT choose - the point is that the Team are reviewing the situation and actions and checking on tasks. As a minimum there should be an actions board. This is useful information when new Team members join and should assist in the handover and list of outstanding actions.

Impacts and Risk Assessment

The Major Incident Team may be inundated with information, and processing it will be a challenge. Some information will be urgent and needs to be dealt with as a priority, whereas other information does not and could be deferred. The Team need to consider how to manage this and ensure decisions are made on the most urgent/important matters first.

This can be done using a risk assessment process. The first step is to identify what the potential impacts are, who would be affected and what the severity could be. The Team should use this assessment together with their objectives, to determine what the priorities should be, and actions should be agreed for these first. Going through this process should also help to justify why decisions were made.

This should be kept under review because other information being received may affect the assessment.

Decision Making

It is important that decisions are agreed as a Team. However given time constraints this may mean the Incident Manager asking for a yes/no answer from each Team member after a discussion. If a member does not agree, they should feel confident to note their objection, and can ask for it to be noted by the Loggist.

It is not impolite for a member of the MIT to raise concerns about a course of action and may mean the Team should seek further advice from an appropriate specialist or check relevant procedures/plans. However this must be balanced with the need for the MIT to respond in a timely manner.

Situation Updates

The MIT should have regular pauses for situation updates to review the status, priorities and what the next steps should be. It is suggested these should be once every hour as a minimum; ideally every 30 minutes.

The Team should take short breaks or time outs. This is important if members are growing tired or there is a challenging decision required and members want time to reflect. It can also assist with any urgent phone calls that need to be made.

Individual members may need to take short breaks. Special consideration should be given to roles such as the Loggist, and if they need a break, it is important in their absence that someone else assumes this role and hands over appropriately when they return. It is important to ensure that when a member returns to the Team they are clear what the latest situation update is.

When the initial response to the incident has ended, the Team should be stood down (at the meeting.) A debrief should take place after this.

Shift Changes and Handover

The MIT will be on shift a maximum of 8 hours. Note this is the maximum time the Team should operate and it is likely that the Team will need to agree a shorter period e.g. 4 hours. The Support Manager will review this as the incident progresses and may suggest changes.

New members should arrive 30 minutes before their allocated time to ensure a smooth handover and to confirm who is in attendance. New members should ensure they have a full update, including the objectives set by the preceding Team, current priorities and any outstanding actions/tasks.

Membership of the Major Incident Team

Membership will depend on the specific incident. There are core members of the Team who should usually be involved, and other members who can be invited:

<u>**Core Team:**</u>

- **Incident Manager**
- **Duty Manager**
- **Communications Representative**
- **HR Representative**
- **Gold Liaison Manager (may be undertaken by IM or appointed)**
- **Support Manager (may also require separate Loggist**)

    <u>Other Members who may be asked to attend are as follows:</u>

- EFM Representative
- CiCS Representative **(must be involved for data loss/breach incidents)**
- Student Support Representative
- Academic Services Representative
- ACS Representative
- Security Representative
- Health and Safety Representative
- Library Representative
- Finance Representative
- Faculty Representative(s)
- Departmental Representative(s) – academic or professional services
- Students' Union Management
- Legal Liaison (with University's solicitors)
- Subject matter expert (appropriate to the type of incident): Students' Union Sabbatical Officer, Learning and Teaching, Research, University Veterinary Officer, University Health Service

<u>**External/Other Organisations (depending on the incident as to whether this is appropriate/required):**</u>

- Insurance – loss brokers from insurance company may need to attend
- Subsidiary/spin off companies
- SY Police
- SY Fire and Rescue
- Sheffield Council
- Health – Public Health England, Sheffield Teaching Hospitals

Note there should not usually be more than 12 people at an incident meeting.

If there are greater numbers attending on a regular basis, consideration should be given to setting up sub groups to allow the MIT to focus on tactical decision-making and assign operational work to others. The chair of a sub group should be a member of the Major Incident Team so they can report back on any issues.

Incident Manager
Role

The Incident Manager will:

- Decide on the full activation (Level 3) or standby (Level 2) of the Major Incident Team, after a briefing from the Duty Manager.
- Agree with the Duty Manager the other members required for the MIT – and for agreeing who should act as Gold Liaison Manager (this may be the Incident Manager themselves.)
- Inform the Director of HR and Communications that they are acting as the Incident Manager. The Director of HR and Communications will update the President and VC and others as appropriate. It is important that the Incident Manager then identifies someone for the Gold Liaison role by either appointing someone to update senior management or performing this role themselves.
- In exceptional circumstances where it is urgent, consider whether a call centre is required. Usually this decision would be made by the MIT.
- Act as Chair of the Major Incident Team - to ensure that decisions are made as a Team, but with a casting vote if needed.
- Consider the need to appoint another member of the MIT as deputy Incident Manager.
- Ensure a log is maintained of all decisions and actions taken, including the reasons for these and sign off on the log.
- Check the regularity of updates to gold/SMT have been agreed.
- Be responsible for a continual assessment of the situation (Scale, Duration, Impact) and ensure the Team are achieving the objectives they agreed.
- Ensure the Team have short breaks and that there are regular situation updates.
- Agree media and internal communications with the Communications Representative on an ad hoc basis if time critical, departmental briefings with the Support Manager and SMT updates with the Gold Liaison Manager.
- Stand down the Team from standby, or with agreement of the MIT for a full activation incident. Consider the need for a Recovery Team.
- Ensure the handover process is established if shift changes are required.
- Involve legal representation as appropriate – via the Legal Liaison role.

Candidates

The Incident Manager will normally be the Director in Professional Services most involved with the response. It is advisable for any local response in that department to be managed by a deputy to allow the Director to focus on the Incident Manager role. Alternatively the Director may want to lead on the local response and suggest that someone else (on the list below) acts as Incident Manager:

- Director of Academic Programmes and Student Engagement (APSE)
- Director of Academic Services
- Director of Accommodation and Commercial Services

- Director of Infrastructure
- Director of Global Engagement
- Director of HR and Corporate Communications
- Director of Student Support Services

Any Director not acting as Incident Manager can choose to act as the representative for their area on the Team.

If the Director who would be most involved in the response is not available and another Director acts as Incident Manager, there **MUST** be a representative from the area most involved/affected sitting as part of the Major Incident Team.

Support Manager
Role

The Support Manager will:

- Ensure a Loggist is appointed (if unable to perform this role) and be responsible for providing additional administrative support to the Major Incident Team - be able to call upon other resources to assist with this.
- Liaise with the Incident Manager about the date / time / venue of meetings.
- Organise meetings of the MIT and ensure all members are informed – and other agencies attend as appropriate.
- As appropriate, provide briefings to departments, via email or sharing information in Google Drive.
- Organise further administration support if required.
- Ensure MIT have regular breaks during meetings.
- Organise catering for the MIT and shift cover if the incident may last longer than a few hours – once the MIT have agreed this.
- Liaise with Finance about costs – ensure records are kept of all expenditure
- Liaise with Strategy and Governance if required – inform the University Secretary if the incident could be considered a "reportable event" that would require reporting to the OfS.
- Liaise with Insurance regarding notice to the University insurers of incident. (Anything over £5k will usually require a loss adjuster to visit the premises.)
- Ensure regularity of updates to gold/SMT have been agreed.

Candidates

- University Business Continuity Manager(s)

Loggist
Role

The Loggist will:

- Follow the guidance provided to log decisions at meetings, ensuring that the reasons for them and actions taken are recorded.
- Ensure the log is available for review by the Incident Manager.
- Provide all incident log information to the Support Manager at the close of their shift.

Candidates

- Appointed by the Support Manager – list of trained staff in the incident contacts system.

Gold Liaison Manager
Role

The Gold Liaison Manager will:

- Act as liaison between senior management and the MIT.
- As appropriate, provide updates to Director of HR and Communications and members of UEB - consider whether they also need to be copied to the MIT members.
- Ensure times are set for updates to UEB (report even if there is no update.)
- Attend SMT if required and provide reports/information back to the MIT.
- Liaise with the Communications Representative as appropriate

Candidates

- Appointed by the Incident Manager – usually one of the other Directors trained as an Incident Manager, or depending on resources, the Incident Manager can take on this role.
- It is important that whoever takes on this role has an existing relationship with UEB, including their contact details.

Communications Representative
Role

The Communications Representative will:

- Be responsible for updating the MIT on the current communications situation - including any insight from social media, media enquiries internal and external communications and any communications already issued
- Give advice on what communications are required at each stage of the major incident process, including mass notifications.
- Agree communications plan with the MIT and liaise with Incident Communications Team around delivery
- Agree draft communications with MIT where appropriate and liaise with Incident Communications Team around delivery
- Determine if a Communications Runner is required to liaise between their role and the Incident Communications Team, who acts as a bridge between the two teams.
- Liaise with other internal and external communications teams as appropriate, including: EFM, faculty comms teams, SYP comms team, SCC comms team etc
- Coordinate written and verbal communications to a range of internal and external stakeholders as appropriate - including dealing with media enquiries, ensuring the switchboard and call centre have appropriate briefings and liaising with departments regarding local communications e.g. use of social media etc.
- Ensure that all incident information is kept up to date on the University website and social media

Candidates

- Head of Internal Communications
- Head of Digital Engagement
- Head of External Communications
- Deputy Director of Communications

HR Representative
Role

The HR Representative will:

- Act as central point to confirm details of staff with the MIT and emergency services as appropriate.
- Liaise with the Communications Representative in providing messages to staff and information on where they can obtain any further help or assistance i.e. reassurance etc.
- Act as central point of liaison with relevant parties regarding any members of staff that have been confirmed as having been directly affected by the incident. This will potentially include the emergency services, MIT, relatives, staff and when a call centre is set up.
- Provide advice on employment legislation and University policy and practice.
- Determine whether additional resource is required to support staff through the incident and how this may be resourced.
- Co-ordinate the provision of staffing to ensure where possible time critical (priority) activities identified through business continuity planning are maintained.
- Liaise with the Student Support Representative to consider potential to share/co-ordinate resources to support students and staff.
- Provide welfare support to those staff and potentially others affected by (including those responding to) the incident with immediate and on-going effect.
- Liaise with Trade Unions.
- Liaise with other colleagues in the HR department, and external partners e.g. Occupational Health/counselling services, in order to facilitate the support to affected staff, and potentially their families.
- Provide signposting to voluntary organisations.

Candidates

- Deputy Director of HR
- Associate Director of HR and Organisational Development
- Head of Organisational Development
- Head of HR Services

Additional Roles to the Core Team
The following roles are in addition to the core team and will be requested to join the Major Incident Team (MIT) as appropriate:

Health and Safety Representative

Role

The Health and Safety Representative will:

- Review and assess the safety impact of incident.
- Report any incidents that are notifiable to the HSE.
- Advise on health and safety legislation, University policy and practice.

Candidates

- Head of Health and Safety
- Deputy Director of Health and Safety
- Health and Safety Manager
- Fire Safety Officer (for fire related incidents)
- Radiation Protection Officer (for radiation incidents)

Estates and FM Representative

Role

The Estates and FM Representative will:

- Consider the impacts on University buildings (land, houses and other property belonging to the University) and utilities.
- Obtain information regarding the safety of buildings for use/access.
- Arrange with emergency sub contractors for any immediate work required as a result of the incident.
- Identify alternate locations for displaced activities to ensure continuity of critical University operations and services.
- Be responsible for dealing with all the arrangements to move displaced staff, students and others to an alternative location (including transport.)
- Maintain utilities if possible and liaise with suppliers regarding any issues. Liaison with utilities regarding any issues.
- Ensure security around the scene of the incident/access issues.
- Report on security issues and liaison with the Control Room (if no Security Representative) Assess whether there are any Transport requirements.
- Ensure the maintenance of cordons around the incident (in liaison with the emergency services.)
- Liaise with other staff in Estates and FM for the above.

Candidates

- Head of Maintenance
- Head of Campus Services

- Head of Property and Business Services
- Head of Capital Development

CiCS Representative

Role

The CiCS Representative will:

- Assess any impacts of the incident on the services provided by CiCS - a full list of CiCS services is detailed in the service catalogue.
- Advise on the continuity of IT and other CiCS services during an incident.
- Assist with appropriate technology and/or communications required as part of the response.
- Consider any data protection/information security issues arising from the incident.
- Liaise with other staff in CiCS and CiCS IMT (if formed) for the above.

Candidates

- Director of CiCS
- Assistant Director – Frontline and Customer Services
- Assistant Director – Research and Infrastructure
- Assistant Director – Architecture and Governance
- In their absence another Senior Manager could perform this role.

Student Support Representative

Role

The Student Support Representative will:

- Confirm details of students involved.
- Liaise with the Corporate Communications Representative (and through them student communications) and the Students' Union in providing messages to students and information on where they can obtain any further help or assistance.
- Arrange support/welfare for students and their families - consideration of deployment of Support Teams for students.
- Liaison regarding any students injured in the incident – provision of next of kin details to the emergency services, input into a call centre if set up.
- Liaise with HR Representative in supporting staff and students.
- Involve the University Health Service if required.

Candidates

- Head of Student Support and Guidance
- Head of Student Administration Service
- Manager of Central Welfare and Guidance

Academic Services Representative

Role

The Academic Services Representative has overall responsibility for Academic Services and will:

- Confirm details of any staff and/or student involved.
- Liaise with the Communications Representative (and through them student communications) in providing messages to staff and students and information on where they can obtain any further help or assistance.
- Arrange support/welfare for students and their families - consideration of deployment of Support Teams for students.
- Work with HR teams to support individual members of staff and their families.
- Liaison regarding any staff/students injured in the incident – provision of next of kin details to the emergency services, input into a call centre if set up.

Candidates

- Director of Academic Services
- Director of Student Support Services
- Director of Academic Programmes and Student Engagement
- Director of Research Services

ACS Representative

Role

The ACS Representative will:

- Consider any issues affecting Accommodation and Commercial Services.
- Liaise with the Communications Representative in providing messages to students at the residences.
- Assist, where possible, with the provision of accommodation or commercial services required as part of the response.
- Attend on behalf of UNICUS and report any issues.

Candidates

- Director of Accommodation and Commercial Services
- Head of Accommodation Services (not the contact for UNICUS unless the other representatives are unavailable)
- Head of Commercial Services

Security Representative

Role

- Report/manage security and safety relating to the incident.
- Provide incident overview and risk assessments.
- Liaise with South Yorkshire Police, as appropriate.

Representatives

- Head of Security
- Security Operations Manager

Students' Union Manager

Role

The Students' Union Manager will:

- Represent the Students' Union on the MIT.
- Work with the Communications Representative in assisting with messages to students.
- Report on any issues affecting the Students' Union.

Candidates

- Chief Executive
- Director of Social Enterprise
- Director of Membership Engagement
- Director of Digital Transformation

Library Representative

Role

- Assess and report on the impact on buildings/services including study space opening hours, lending, reservations and core reading for UGs.
- Ensure continuity of access to electronic material and liaise with CiCS on provision of services on/off campus.
- Liaise with Communications Representative on messages about the Library
- Liaise with collaborative outside agencies regarding any impacts on their services e.g. White Rose Consortium.

Candidates

- Director of Libraries
- Associate Director – Learning Strategy and Student Engagement
- Associate Director – Academic and Digital Services
- Associate Director – Library Business Services

Legal Liaison

Role

- Work with the University's solicitors regarding any issues or guidance required for the incident, ensuring information is available in a timely manner.

Candidates

- Head of Property and Business Services
- Land and Property Manager

Faculty/Department Representative

Role

The Faculty/ Department Representative will:

- Report on any issues experienced in their faculty/department.
- Report on any departments who have implemented business continuity plans.
- Liaise with department/s and review local resources.
- Request any resources required to continue the urgent/priority activities.

Candidates

- Director of Faculty Operations
- Faculty PVCs
- Departmental Managers / Senior Administrators
- Representatives from Planning and Insight, Strategy and Governance, Research and Innovation Services, Alumni etc.

Finance Representative (this role will not often be required due to the Support Manager, their involvement will depend on the level of resources required)

Role

The Finance Representative will:

- Monitor the recording of costs relating to the incident.
- Ensure uBase code for incidents is operational.
- Provide advice regarding purchasing card and requisition orders.
- Liaise with Insurance and ensure University insurers informed of incident – liaise with departments regarding loss of equipment/holdings.
- Provide reports from uBase on expenditure.

Candidates

- Head of Policy, Advice and Communication
- Deputy Director of Finance
- Faculty Finance Managers (if contained within one faculty)

Subject matter experts

Depending on the incident, it may be useful to call in academic or professional expertise on a specific area to provide input to the Major Incident Team. The Incident Manager or the Major Incident Team at a meeting can agree their involvement. Some suggestions are provided below:

- Learning and Teaching representative (note specific business continuity guidance for learning and teaching)
- Research representative
- Students' Union Sabbatical Officer

Other Agencies

There may also be occasions when other agencies attend the MIT meetings. This could include Police, Fire, a Local Authority officer or a loss adjuster (see Insurance below). The Support Manager will ensure anyone attending has access to the relevant information and contact details are kept for everyone.

Insurance

Any incidents incurring costs over £5k should be notified to insurance promptly, as these will usually require a loss adjuster to visit and take photographs. All incidents where there could be an insurance claim should be notified to insurance, providing they are over the policy excess.

There may also be a request for a representative of the University to attend a silver multi-agency meeting:

Liaison with Other Agencies Representative

Role

The Liaison with Other Agencies Representative will:

- Act as link between other agencies and the University.
- Attend multi agency meetings (likely to be silver multi-agency group.)
- Liaise with the MIT and multi-agency group to provide updates or make requests.

Candidates

Appointed by the Incident Manager as appropriate –this should be someone who is familiar with the relevant organisation, and will usually be one of the below:

- Security Representative
- Health and Safety Representative
- Student Support Representative
- Estates and FM Representative

4.4 Gold

This section covers the strategic managers/team who would be briefed, as appropriate, by the Major Incident Team (through the Gold Liaison Officer).   The gold group take a "hands off" approach. This means regular briefings for UEB or if the incident is serious enough to require it, UEB sitting as:

- Senior Management Team (SMT)

UEB sitting as the Senior Management Team will receive regular reports through the Gold Liaison Office.

It is essential that the Senior Management Team keep a record/log of their decisions/actions. See the incident log in appendices.

Senior Management Team (Gold)

On most occasions the Major Incident Team will manage the incident, but if they require additional guidance or the scale of the incident is such that it is required, they will request that the gold team is formed.

The Senior Management Team (SMT) usually **only** form at the request of the Major Incident Team, and work alongside them, dealing with strategic level issues. The SMT will meet to give direction or approve Major Incident Team decisions affecting the wider University community.

Role

The Senior Management Team will:

- Authorise any additional resources needed in order to manage the incident, or support University departments in continuing their activities.
- Agree priorities and potentially agree the suspension of some activities.
- Report to the University Council/OfS on the incident.
- Establish a strategy and identify opportunities from the incident.
- Discuss the potential for legal challenge.
- Work alongside the Major Incident Team.
- Agree recovery objectives/strategy.

Membership

The SMT is based on UEB members: https://www.sheffield.ac.uk/ueb

Together with the Gold Liaison Manager (from the MIT) to act as liaison. However the type of incident may impact on who is available and attends.

Administrative support is also required (from senior officer's staff) to log meetings.

On most occasions the SMT will not need to be formed, but the Director of HR and Communications will be informed and UEB members may receive regular updates from the Gold Liaison Manager. The regularity of briefings for UEB/SMT will be agreed by the MIT, but may change depending on the nature of the incident. It is likely that there may be a delay in the initial briefing of UEB when the Major Incident Team is establishing the priorities and this should be expected.

APPENDICES

APPENDIX A: Action Cards

ACTION CARD: SITE CO-ORDINATOR

The Site Co-ordinator responsibilities are focused on checking the safety of University staff on site and the providing information about University resources, ensuring a co-ordinated response on site. You should ensure that any decisions relating to the response on site made by the Duty Manager or Major Incident Team are passed on and that information about the situation on site is fed back to the Duty Manager.

Start an incident log and continue to update this.

Find out all facts from the Control Room.

Check that you have a tabard – or as a minimum some identification.

Attend site - advise Control Room and anyone else who needs to know that you are attending.

Speak to the initial responders on site and ask them to perform any tasks required.

Speak to any emergency services on site - ask to deal with the Incident Commander (the person in charge, likely to be the Police or Fire Service.)

Try to obtain a mobile contact number for the Incident Commander of any emergency services on site - pass this on to the Duty Manager.

Assess the situation (Scale, Duration, Impact.)

Speak to the Duty Manager (and continue to update as appropriate.)

As appropriate, consider the safety of members of staff on site, including the identification of Personal Protective Equipment requirements – liaise with Health and Safety.

Provide information to the Control Room/Duty Manager about the University resources on site – speak with those responding to find out whether they are sufficient, deployed appropriately etc.

As appropriate, discuss the need for any further resources, especially in the longer term, together with the emergency services and discuss with the Duty Manager.

Complete a risk assessment, if required

If the incident may continue for some time, consider staff welfare issues (breaks, facilities, food.)

The press may be in attendance, if they speak to you, explain that they need to speak with someone from the media team. Inform the Control Room of any media requests.

Regularly update the Duty Manager / Major Incident Team.

ACTION CARD: DUTY MANAGER

The Duty Manager acts as the point of contact for the Control Room when there is an incident that requires escalating. You make an initial assessment and should inform the Incident Manager of potential/occurring incidents that may be major, so they can determine the response. You are part of the Major Incident Team, especially at the start to inform them of the actions undertaken so far.

Start an incident log.

Find out all facts from the Control Room.

If it is a minor incident, ensure department contacts are informed. If unsure, monitor the situation and ask for updates from the Control Room in case the incident escalates to become a major incident.

If it has the potential to be a major incident, and there are a number of people on site, review whether a Site Co-ordinator is required and appoint if necessary. Decide whether as Duty Manager you need to attend site.

If required, speak with Site Co-ordinator and ascertain the situation.

Review information - consider the level of response – consider other agencies involvement and any information required.

Phone Incident Manager and discuss the situation - usually for standby or full activation incidents, but if unsure notify an Incident Manager.

Confirm with the Incident Manager the level of response and act as follows:

If the Incident Manager's response is to declare a major incident and put the Major Incident Team on **Standby**:

- Agree members of MIT with Incident Manager (core team and ?).
- Contact members to inform them that they are on standby as a member of the team until further information is available.   Note for members not part of the core team this may require the involvement of the Control Room.
- Update as appropriate.

If the response is to declare a major incident for **Full activation** of the Major Incident Team:

- Agree members of MIT with the Incident Manager (core team and ?).
- Contact members to inform them of their role on the team and Team needs to meet. Note for members not part of the core team this may require the involvement of the Control Room.
- Instruct them to either:
    - (a) Attend a meeting on campus: location and time to be determined.
    - (b) Connect into a conference call.

- Act as a member of the Major Incident Team - continue to liaise with those at the site of the incident (through Site Co-ordinator). Act as liaison between MIT and situation on site (ongoing).

ACTION CARD: INCIDENT MANAGER

The Incident Manager decides if the incident is major and to what level it should be escalated, based on discussion/s with the Duty Manager. You ensure the Plan is invoked, act as Chair of meetings and agree the initial membership of the Major Incident Team. You should continually assess the scale, duration and impact of the incident, bearing in mind health, safety and welfare of people should be the first priority.

Speak with the Duty Manager - discuss the facts.

Determine whether it is a major incident, whether it is **for information**, or if a Major Incident Team needs to be put on **Standby** or meet now under **full activation** and keep this under review.

If the status is:

For information:

- The Duty Manager will keep people updated by email and monitor the situation in case it escalates.

Standby:

- Agree to act as Incident Manager, and inform the Director of HR and Communications of this.
- Agree members of the Major Incident Team using the Plan (core team and agree who else).
- Agree with Duty Manager who will contact them.
- Notify members they are on standby to act as part of the MIT.

Activation:

- Agree to act as Incident Manager, and inform the Director of HR and Communications of this.
- Agree members of MIT using Plan (core team and ?).
- Consider whether incident is affecting a large number of staff and students and if it is urgent for a call centre to be set up now. If it is not urgent, a decision should be made by the MIT.
- Agree with Duty Manager who will contact them and ask them to either:
    a) Attend a meeting on campus: location and time to be determined.
    b) Connect in to a conference call**.**

Attend meeting - use agenda on Page 5 of the Major Incident Plan. Ensure Major Incident Team set objectives at initial meeting and work towards meeting them.

Review membership and agree another member to act as deputy IM.

Ensure that the Support Manager and the Gold Liaison Manager are appointed.

Ensure a log is maintained of the incident.

When chairing meetings, have regular situation updates.

Ensure decisions are taken as a team noting that you have a casting vote if required.

Ensure an assessment is continually made of the incident (Scale, Duration and Impact.)

Agree time for the next meeting.

Agree clear actions with members.

In between meetings, agree any urgent communications (for the media, department briefings, senior management) as appropriate with relevant members of the MIT. The Team should identify the stakeholders to be communicated with and key messages e.g. stay away from x, and the Communications Team will develop the wording of messages.

Consider whether any legal advice is required - involve as appropriate. Liaise with Legal Liaison role as required.

Consider resources if incident has longer term implications - be prepared to hand over the role (and provide an update of what you have done.)

Consider recovery arrangements - ensure MIT agree how it will be handled, including if a Recovery Group is required. See the Recovery Plan.

Consider if the Gold team i.e. Senior Management Team is required - raise at MIT meeting.

ACTION CARD: SUPPORT MANAGER

The Support Manager provides a role in assisting the Major Incident Team, and in particular, the Incident Manager. You provide support in terms of ensuring everyone understands the arrangements in the plan, ensuring all decisions at meetings are logged/recorded and that other information is disseminated as appropriate.

Start and maintain an incident log.

Liaise with Incident Manager about any actions that need to be undertaken.

Attend MIT meetings - if required, ensure that the room is set up, or call in to conference call.

Check that everyone required is at meeting - ensure that someone has been appointed as Gold Liaison Manager.

Make catering arrangements for the team.

Consider the Incident's Scale, Duration, Impact (SDI):

- Flag if incident requires a handover of roles and ensure MIT agree this.
- Identify who will be handed over to and when the handover will take place - contact those required.
- Organise further administrative support in addition to your role if required.
- Ensure the MIT discuss arrangements for further meetings. It is suggested that these take place once a day, at the same time slot, if manageable.

Record all decisions - and reasons for them, as appropriate - at the meeting (or arrange for a Loggist to do this).

Ensure that all attendees aware of meeting schedule - ensure MIT discuss if other agencies involvement is required.

Ensure records of meeting are distributed to MIT members promptly.

As required, produce briefings for departments - ask the Incident Manager to sign off and send from incidentteam@sheffield.ac.uk

Check mailbox (above) regarding any queries and act as the point of contact.

Ensure the MIT consider Finance - and notify SPaG and Finance of the incident if required (they may need to notify OfS if it qualifies as a serious incident.)

Ensure the MIT consider Insurance - notify if required i.e. usually if there is material damage and costs are involved (for most claims the threshold is over £5k).

Ensure the MIT consider recovery issues and whether a Recovery Team is needed.

Provide any advice required on arrangements in the plan.

ACTION CARD: GOLD LIAISON MANAGER

The Gold Liaison Manager acts as the link between the Major Incident Team and senior management (UEB.) Your role is to ensure key actions and decisions from the meetings of the MIT are passed on to senior management as appropriate - and that any requests or feedback is passed back to the MIT. If the Senior Management Team (or Gold) group is set up you will be a member.

Discuss the situation with the Duty Manager/Incident Manager.

Attend MIT meetings or conference call into a meeting (Appendix F)

Produce briefing for the Director of HR and Communications and members of UEB as appropriate. Ensure the Incident Manager approves before sending.

Agree regularity of briefings - these are most likely to be after each MIT meeting - ask the MIT or Incident Manager to agree this.

Review whether briefings need to be sent to all of the MIT (or if it duplicates briefings already being sent by Support Manager.)

Liaise with the Communications Representative as appropriate.

Act as point of contact for members of UEB - ensure any queries raised by UEB are fed into the MIT meetings and that feedback is then sent to UEB.

If a Senior Management Team (Gold) is required:

Request UEB sit as the Senior Management Team (at the request of the Major Incident Team.)

Attend any Senior Management Team group meetings and provide support as required about their role.

Ensure you feedback to the Major Incident Team about meetings of the Senior Management Team (and vice-versa.)

ACTION CARD: LOGGIST

The role of the Loggist is to produce a log that reflects the discussions of the Major Incident Team (and would be used as evidence in the event of legal proceedings). The log is the responsibility of the team.

Go to the MIT meeting location or phone in for the Conference Call.

Print off sufficient pages/copies of the incident log (ensure they are numbered) or use an electronic version if equipment available.

Find out the names of everyone present at the Major Incident Team meeting (and their job title and organisation if from outside the University).

First item in the log should be the time, date, place and everyone at the meeting (including yourself).

Ensure that every entry made has a time against it.

Note the relevant facts.

Entries should be chronological.

If using paper copies, don't cross out large portions of the text so it is illegible.

Don't take any pages out and don't leave any blank spaces.

Don't use correction fluid.

If using an electronic version do not make amendments to the template and keep within the noted columns.

Don't use the margins if you run out of room - unless it is to record the date/time.

When you have finished the log or your shift has ended, neatly underline where you are up to or if using an electronic version note this - the next Loggist should then record any changes to the Major Incident Team that occur during their shift.

Begin each entry on a new line.

Don't make assumptions/comments or opinions or speculate as to the cause of what has happened.

Use the agenda for the Team to assist you in recording the relevant information such as

- The declaration of a major incident
- The aims and objectives of the Major Incident Team
- When an incident is stood down.

At the end of an incident collate all the information/documents used including the log, maps as this will be used to assist in the debrief process. Give all this information to the Support Manager.

ACTION CARD: MAJOR INCIDENT TEAM MEMBERS - DEPARTMENT REPRESENTATIVES

Major Incident Team members provide input and advice from their area of expertise. You should take an active role in discussing and agreeing any decisions as part of the Team and be proactive in managing any tasks assigned to you by the Incident Team. This may mean taking responsibility for other areas within your department and allocating tasks to them after the meeting.

Provide as much information as possible to the Control Room and ask for any assistance you require from the emergency services. Follow any advice given by the Control Room.

You will be contacted by either the Duty Manager or Incident Manager to form part of the team.

Attend Major Incident Team meeting in the role assigned to you (see Section 4.3.) These meetings may either be at a specified location or by conference call.
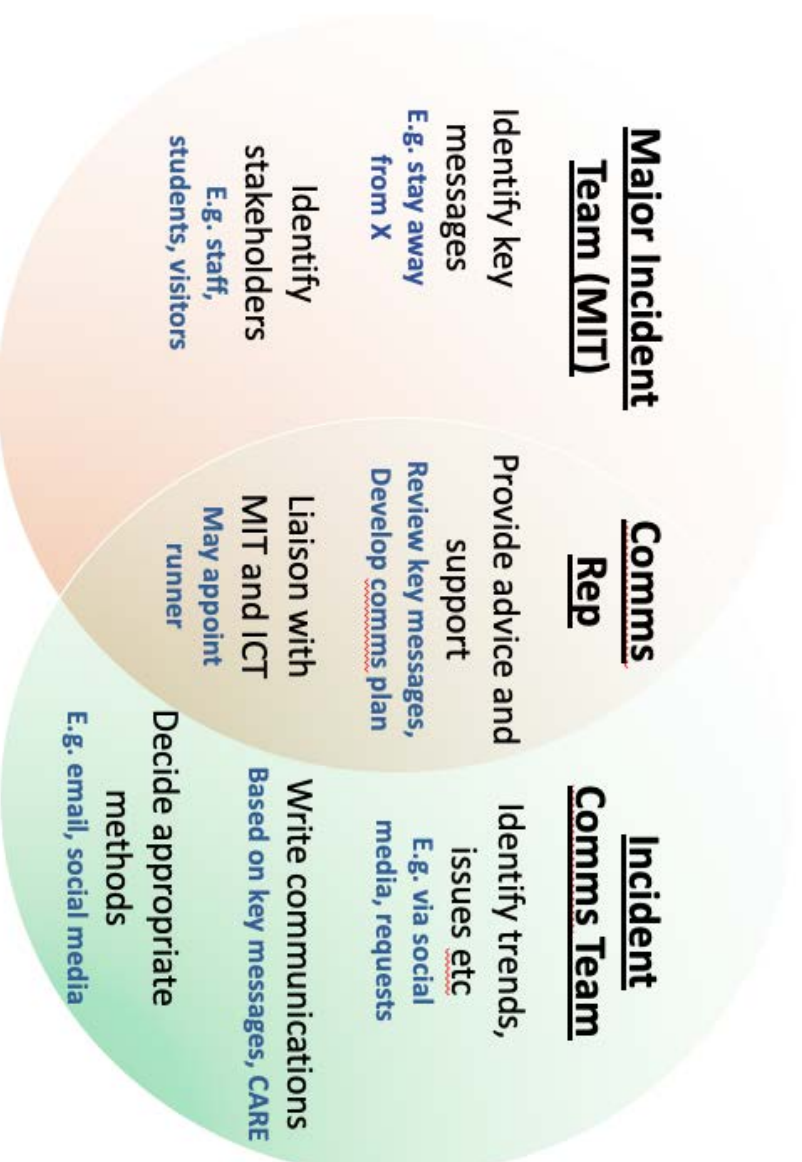
Act as the representative for your area/department at Major Incident Team meeting. Report on any impacts, issues or resources required. Agree any decisions as part of the team - recognising the team responsibility for the management of the incident (note: the Incident Manager has a casting vote if required.)

Take responsibility for actions and provide an update on progress at the next MIT meeting - this is likely to mean calling on other people within your department to take ensure tasks are completed.

Work towards the objectives agreed by the Incident Team during the course of the incident.

Contact the Incident Manager in between meetings as necessary if problems arise or decisions need to be taken as a matter or urgency.

APPENDIX B: Communications during a Major Incident and Stakeholders

Major Incident Team (MIT)

Identify key messages
E.g. stay away from X

Identify stakeholders
E.g. staff, students, visitors

Comms Rep

Provide advice and support
Review key messages, Develop comms plan

Liaison with MIT and ICT
May appoint runner

Incident Comms Team

Identify trends, issues etc
E.g. via social media, requests

Write communications
Based on key messages, CARE

Decide appropriate methods
E.g. email, social media

Stakeholders

During the course of an incident Corporate Communications will consider what stakeholders need to be communicated with, together with the Incident Team (see the list below). Corporate Communications will review the key messages and adapt to the stakeholder's needs, or identify who the point of contact with them will be:

Internal Stakeholders	External Stakeholders

- Staff:
  ○ Permanent
  ○ Casual
- Subsidiary companies
- Current Students:
  ○ Domestic students
  ○ International students
  ○ Students in our residences
  ○ Undergraduate
- Postgraduate – PGR and PGT
- University Departments including faculties
- University Executive Board
- Faculty Executive Board(s)
- University Council and Senate
- HoDs
- University Health Service
- Those involved with internal events including graduation, exams, registration etc
- Prospective students
- Students' Union
- International Faculty
	- Contractors on site
	- Visitors (including conferences, weddings etc)
	- Alumni
	- Trade Unions
	- Relations/friends of current students
	- Research partners / Councils/ funders
	- Residents - local and in Sheffield
	- Media
	- Insurance
	- Government departments / regulators including OfS, HSE etc
	- Sheffield Council
	- Councillors/Local MPs
	- Other Organisations leasing (part or all of)
	- University building(s)
	- Suppliers including utility providers
	- Emergency services
	- Tenants/Lease agreements – those we lease buildings from/to
	- Local schools/colleges
	- Examination bodies including professional accreditation
	- Research subjects/patients for clinical trials
	- Other Universities and affiliations e.g. the White Rose Consortium, Russell Group etc
	- Those we have a contract to provide a service to e.g. wedding, events

APPENDIX C: Information for Staff

What is an incident?

An incident can be anything that affects the University's ability to do what it normally does i.e. a situation or event that may cause disruption. There are lots of examples, from bad weather to a fire or building collapse.

Keep Calm

It is important if you discover an incident - or see the potential for one - that you keep **CALM**:

Contact the Control Room on x4444 on campus (0114 222 444 off campus).

Alert the Control Room of what you know - give as much information as possible e.g. the location, any hazards.

Let appropriate others know. If anyone from the media approaches you politely refer them to the media team (0114 222 1047).

Move yourself and others away from any danger to safety and wait for help to arrive. You may need to do this immediately. Only remain at the scene if it is safe to do so.

Incidents don't just happen on campus

If you become aware of anything that could affect the University, even if it's not on campus, please report it.

Also if your job involves planning a filed trip/visit away from campus check that:

- You know who to contact if the unexpected happens.
- Your department has details of the trip, including a list of participants.
- You have a mobile phone and charger (and adapter if required).
- You have the contact number for the Control Room.

What is Expected of Me?

All staff need to know:

- Evacuation procedures for any building you work in.
- Who you should tell if there is an incident.
- Any relevant departmental arrangements (including the business continuity plan).
- That the University has a Major Incident Plan for responding to major incidents (where a University response is required).

For more information about arrangements go to www.sheffield.ac.uk/incidents

APPENDIX D: The Role of Responders

The information below indicates roles that agencies can perform. They may not always perform these or there may be costs if they perform them. Usually after an incident the emergency services are the first to respond, supported by the local authority.

POLICE SERVICE (SOUTH YORKSHIRE POLICE):

Their main aim is to save life and will:

- Protect the potential crime scene, unless the incident is related to a known natural event.
- Co-ordinate at the scene of an incident between emergency services and other organisations (usually responsible for establishment and maintenance of cordons.)
- Investigate any incident and undertake the collection of evidence.
- Responsible for the removal of any fatalities on behalf of HM Coroner (who has legal responsibility for investigating the cause of any deaths).

FIRE & RESCUE (SOUTH YORKSHIRE FIRE AND RESCUE):

Their main aim is to rescue people and will:

- Prevent the escalation of an incident, by controlling fires, dealing with chemical releases and removal of flood water.
- Be involved in the maintenance of inner cordon with the Police.
- Advise on harmful effects to the environment.
- Assist the ambulance service with casualty handling.
- Be responsible for mass decontamination after a CBRN incident (on behalf of health.)

AMBULANCE SERVICE (YORKSHIRE AMBULANCE SERVICE):

Their main focus is geared towards responding to the immediate clinical needs of those affected by an incident and will:

- Provide triage at the scene of an incident.
- Identifying hospitals to receive casualties.

LOCAL AUTHORITY (SHEFFIELD CITY COUNCIL)

The Local Authority is also focused on providing to support to those affected and will:

- Support emergency services, usually in terms of social services and housing.
- Provide shelter and welfare for people (with non medical conditions) affected by an incident.
- Inspect dangerous buildings.

- Clean up pollution in some instances (asbestos removal, drainage, environmental monitoring etc.)
- Provide medium-long-term support/welfare for those affected by an incident.
- Provide environmental health support/advice e.g. food/water borne diseases.
- Has a health protection section (including the Director Public Health) that works in liaison with Public Health England and works to ensure sufficient systems are in place to help the health of Sheffield residents. Responsible for advice to Clinical Commissioning Groups (GP practices).
- Link to support from voluntary organisations.
- Exercise a community leadership role.
- Provide temporary mortuary facilities.
- Lead on the recovery phase of an incident.

SOUTH YORKSHIRE HEALTH PROTECTION UNIT, UNDER PUBLIC HEALTH ENGLAND

Health Protection are able to provide specialist advice and will:

- Provide specialist advice on health protection and health emergency planning on a 24 hour basis.
- Provide a Consultant in Communicable Disease Control (the officer responsible for advice on communicable disease.)
- Work with/notify public health in the local authority, as appropriate.
- Provide support to the local authority in managing the response to a CBRN incident.

ACUTE TRUST (Hospitals in Sheffield)

The Acute Trust will:

- Be responsible for managing hospitals and provision of community services including nursing.
- Provide clinical response to an incident.

ENVIRONMENT AGENCY (EA)

The main aim of the Environment Agency after an incident is to minimise the impact on the environment and investigate the cause. The EA will:

- Be responsible for monitoring rainfall and river levels to provide forecasts of potential flooding – the issue of flood warnings.
- Regulate certain sites with greatest polluting potential.

MET OFFICE

The MET Office acts as the UK's national weather service and will:

- Generate forecasts throughout the year.
- Provide weather warnings and specific forecasts for emergency responders, to notify of severe weather.

- Provide environmental monitoring advice including plume predictions - data on the potential direction that a chemical will be dispersed).

VOLUNTARY ORGANISATIONS

Voluntary organisations – also sometimes referred to as the third sector - provide a range of skills after an incident including:

- First aid (St Johns Ambulance.)
- Rescue (mines rescue.)
- Refreshments and emergency feeding.
- Counselling (Cruise, Samaritans.)

HEALTH AND SAFETY EXECUTIVE *(usually not involved till a later date)*

The main aim of the Health and Safety Executive is to prevent work related death, injury and ill health. The Health and Safety Executive will:

- Investigate and prosecute organisations in breach of health and safety legislation.

APPENDIX E: Glossary of Terms

University Terminology	Explanation
Business Continuity Management (BCM)	A process that enables the University to proactively identify and plan to minimise the impact of risks that could affect its objectives, operations and infrastructure.
Duty Manager (DM)	Silver level role, acting as the point of contact for the Control Room when a potential major incident occurs that requires escalation to an Incident Manager.
Incident	A situation that might be, or could lead to, a business disruption, loss, emergency or crisis (©ISO22301)
Incident Control Centre (ICC)	Designated area where the incident is managed by the Major Incident Team with appropriate equipment etc.
Incident Manager (IM)	Responsible for deciding if it is a major incident and for putting the Major Incident Team on standby or full invocation so they have a meeting.
Major Incident	Event that threatens to cause serious harm/damage to staff, students, the University community or property; also if it could have a serious impact on the normal operations or reputation of the University.
Major Incident Team (MIT)	The Major Incident Team will usually lead and manage the University's response to a major incident, .
Minor Incident	A smaller scale event that would usually involve one or a small number of departments and may result in a limited disruption.
Senior Management Team (SMT)	Members of UEB, classed as SMT for major incidents. Can provide advice, approval or if required meet to discuss the response.
Initial Responder	Anyone initially attending site of incident to respond. May be referred to as an incident responder or first responder.
Site Co-ordinator (SC)	Role assessing the impact of the incident, also updating on the level of resources and considering safety issues as appropriate.

Standard Terminology	Explanation
Airwave	Common secure digital radio system used by the emergency services.
Bronze	Operational level of command and control in an organisation – "hands on" work at or near the site of an incident.
Casualty	Any person involved in/affected either physically or psychologically by an incident. An uninjured person is not a casualty from an NHS perspective.
Casualty Bureau	Central police controlled contact and information point for all data relating to casualties (the definition of casualty is different; anyone known or believed to be in an incident, they don't have to have been injured/affected.)
Category 1 and 2 responders (Civil Contingencies Act terms)	Category 1 responders are at the core of the response to an emergency, includes the emergency services. Category 2 have less duties – they are co-operating responders and support Cat 1s e.g. utilities, HSE.
CBRN	Chemical, biological, radiological and nuclear materials (often associated with terrorism).
Cordons	Security arrangements for protecting the scene/restricting access. Inner cordon for front line emergency services only, outer cordon for other responders (to exclude the public).
Decontamination	Removal/reduction of hazardous materials.
Duty Forward Liaison Officer (DFLO)	Sheffield Council Officer on call 24/7 to respond to incidents and act as Single Point of Contact.
Exclusion Zone	Area, usually within the inner cordon, to which access is denied to everyone, including the emergency services.
Emergency Operations Room	Sheffield City Council control the incident from this location. This may be in Sheffield/Rotherham.
Family Liaison Officer	Police officer designated to facilitate an investigation into people believed to be missing and to facilitate identification.
Gold	Strategic level of command – establish policy and strategy for the overall response.
Humanitarian Assistance Centre (HAC)	Centre set up to act as a single point for humanitarian assistance to survivors, family and friends and those affected by the incident.
Incident Commander	The nominated emergency services officer (in each service) with overall responsibility for the work of that service at the scene of an emergency (usually at tactical/silver level)
JESIP	Joint Emergency Services Interoperability Programme – helping the emergency services to work better together.
JDM	Joint Decision Model – Commanders in the emergency services should use the model to help make effective decisions (together), to reduce harm and save lives.

Standard Terminology	Explanation
Mobilising and Control Centre (MACC)	Fire Service establishment for control and mobilisation of resources.
METHANE	M-major incident, E-exact location, T – type of incident, H-hazards, A
National Emergency Plan – Fuel. (NEP – F)	National emergency arrangements for reductions in availability of fuel.
Rest/Reception Centre Manager (RCM)	Council officer responsible for overall management of all reception/rest centre aspects.
Receiving Hospital	Hospitals identified for receiving casualties from an incident.
Rendezvous Point (RVP)	Point to which all resources arriving at the outer cordon are directed for briefing, equipment issue and deployment.
Radioactive Incident Monitoring Network (RIMNET)	The national radiation monitoring and nuclear emergency response system managed by the MET Office
Reception/Rest Centre	Temporary accommodation for evacuees set up by the local authority, usually in schools, leisure centres etc.
Recovery	Process of rebuilding, restoring and rehabilitating a community following an emergency.
Strategic Co-ordinating Group (SCG)	The multi-agency group responsible for strategy for a South Yorkshire incident, usually led by the Police
Silver	Tactical level of command. This could be at site e.g. Fire Service or at an emergency centre e.g. Police, local authority
Triage	Medical assessment and prioritisation of casualties.

APPENDIX F: Incident Log

Incident Log

Incident and Location:

Name and Job Title/Role:

Date & Time	Notes	Doc Ref No/ Action

Full Incident Responder Logbook shared with Loggists, Duty Managers and Incident Managers