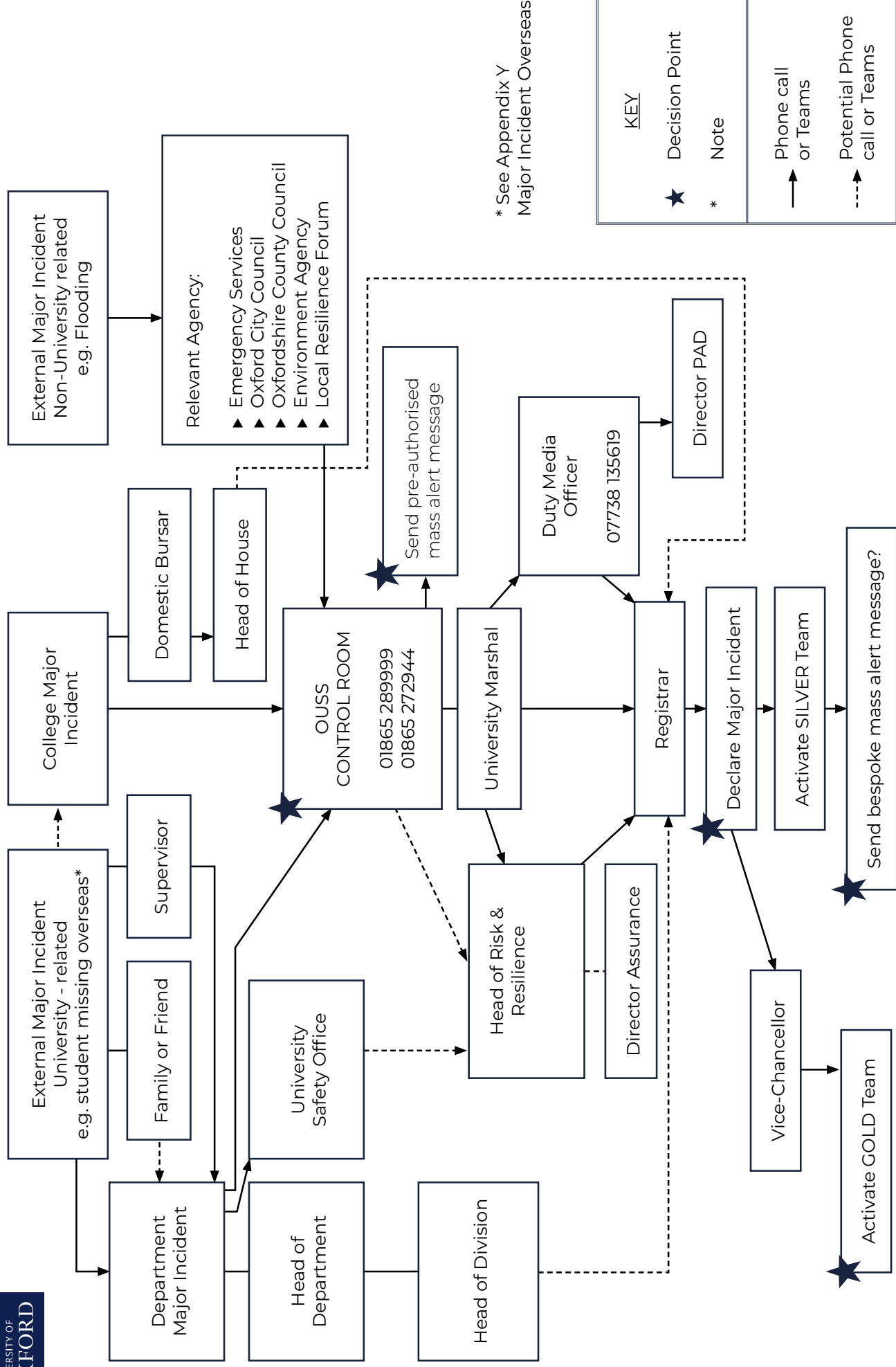




# Major Incident Plan



# MAJOR INCIDENT FLOWCHART





## University of Oxford Major Incident Plan

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If you are dealing with a fast-moving incident you may wish to refer directly to the action cards in the appendices.



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## **1 AGREEMENT AND AUTHORISATION**

This Major Incident Plan has been agreed by the Vice-Chancellor and authorized by Council.

## **2 DISTRIBUTION**

The latest version of the Major Incident Plan is available in electronic copy via the Risk and Resilience Website through Single Sign-On: [Business Continuity Management | Compliance \(ox.ac.uk\)](#) or [O:\COUNCIL\BUSINESS CONTINUITY\J3 Operations](#).

Hard copies are provided to the following individuals:

- Members of the Strategic Team (GOLD).
- Members of the Tactical Team (Silver).
- Operational Team (Bronze) leaders on activation.
- Divisional Registrars.
- Members of the Business Continuity Network.

Additional copies are available at:

- Risk and Resilience Office, University Offices, Wellington Square, Oxford, OX1 2JD.
- Reception, The Examinations Schools, High Street, Oxford, OX1 4BG.
- Oxford University Security Services, The Old Observatory, South Parks Road, Oxford, OX1 3RQ.

## **3 REFERENCES**

- A. University of Oxford Business Continuity Policy, dated June 2022.
- B. Business Continuity Institute Good Practice Guidelines, Edition 7.0, dated 2023.
- C. Civil Contingencies Act 2004.
- D. The Office for Students Regulatory Framework, dated 2022.
- E. The Health and Safety at Work Act 1974.
- F. The Human Rights Act 1998.
- G. The Corporate Manslaughter and Corporate Homicide Act 2007.
- H. The Data Protection Act 2018.
- I. Terrorism Protection of Premises Act 2024.



## 4 INTRODUCTION

**4.1 Aim.** The University of Oxford is committed to providing a safe and secure environment for its staff, students and visitors, which includes having the capability to respond effectively in the event of a major incident. This Major Incident Plan is designed to ensure a timely and appropriate response to such an event, including coordination with the emergency services and other agencies. In the event of a major incident, the aim will be to:

- Protect human life.
- Manage the crisis.
- Protect the University's reputation.
- Protect and safeguard the University's assets.
- Maintain business continuity and restore normality as soon as possible.
- Identify and record lessons learnt.

The Major Incident Plan is intended to complement the emergency action plans and procedures in place at Division, Department, and College level. It also incorporates the University's Incident Communications Guidance. Wherever possible, the University will bring to bear its integral academic capability to provide expert advice and guidance.<sup>1</sup>

**4.2 Definition of a major incident.** For the purpose of this Major Incident Plan (and in accordance with Reference C<sup>2</sup>) a major incident is defined as an event or situation which:

- Threatens serious damage to human welfare at the University.
- Threatens serious damage to the environment at the University.
- Threatens serious damage to the security of the University.
- Threatens serious disruption to the University's core activities.

There are two levels of response to an incident<sup>3</sup>:

- Division/Department<sup>4</sup> level.
- University level.

Only incidents of the most serious nature will require the activation of the Major Incident Plan. The majority of incidents will be handled at Division, Department, or College level in accordance with existing routine procedures. However, if in doubt, the guiding principle is to err on the side of caution by activating the Major Incident Plan. Subsequent de-escalation is relatively simple while valuable time and potential opportunities could be lost by delaying a decision to escalate to University level.

**4.3 Types of incident.** The following list provides commonly used classifications of types of incident which may prompt the activation of the Major Incident Plan. This list is not exhaustive and categories may overlap. The nature and scale of an incident will determine the appropriate incident level.

- Cyber-Attack (e.g. ransomware targeting staff and students).

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<sup>1</sup> An example being the Health Measures Advisory Group (HMAG) during the response to the Covid-19 Pandemic.

<sup>2</sup> Civil Contingencies Act, 2004.

<sup>3</sup> Note that this is a change to previous direction under the Crisis Management Framework based on feedback requesting simplicity, clarity, and the removal of the ambiguous 'possible activation' level.

<sup>4</sup> To include Colleges if appropriate.

- Terrorist attack.
- Building failure.
- Disruption to utilities.
- Industrial action.
- Student protest/occupation.
- Serious transport accident.
- Missing student or staff member.
- Infectious disease epidemic.
- Staffing crisis.
- Hazardous material release.
- Mass casualty event.

**4.4 Phases.** The response to an incident should be based on the following phases:

**Phase 1 – The initial response:**

- Establishing the nature and scale of the incident.
- Informing the Registrar and Vice-Chancellor.
- Activating the Major Incident Plan.
- Gathering information and disseminating it to those who need to be involved.
- Establishing control (expect a chaotic situation with insufficient/conflicting information):
  - Setting clear aims and objectives.
  - Assigning responsibilities to individuals swiftly, which are clear, disseminated appropriately, and recorded.
- Assign Liaison Officers as required to the emergency services' Strategic and/or Tactical Coordination Groups.

**Phase 2 – Containment:**

- Preventing the situation from becoming worse.
- Providing welfare support for those affected – including the responders.
- Coordinating internal communications.
- Coordinating external communications.
- Liaising and coordinating with the emergency services and other stakeholders.
- Considering potential recovery solutions.

**Phase 3 – Resolution and recovery:**

- Recovering the situation to normal or 'new normal'. For the most serious, large-scale incidents there may be a lead government agency.
- Maintaining communications with students, staff, and stakeholders.
- Maintaining welfare support for students and staff.
- Debriefing staff.
- Gathering lessons learned from students, staff, and stakeholders.
- Ensuring lessons identified are adopted into practice.

## **5 INCIDENT RESPONSE FRAMEWORK**

**5.1 Outline.** The incident response framework, nationally recognized and used by the emergency services, government agencies, and the majority of Russell Group universities, is based on the Strategic (Gold), Tactical (Silver), and Operational (Bronze) hierarchy. It can be applied to the resolution of spontaneous incidents or planned activities. The framework facilitates the flow of information,

ensuring that decisions are communicated effectively and documented as part of an audit trail. It is anticipated that Colleges will also use this framework.

- University Strategic Team (Gold).
- University Tactical Team (Silver).
- University Operational Team (Bronze).

**5.2 Liaison.** Using this framework will enable the emergency services to easily understand the appropriate level at which to conduct liaison.

- **Strategic Coordination Group (SCG).** A Multi-Agency Strategic Coordination Group typically comprises representatives from: Police, Fire & Rescue and Ambulance services, NHS England, Public Health England, the Environment Agency, and the Local Authorities. It may also include representatives from the Armed Forces, Highways Agency, Network Rail and utilities companies. The SCG usually mirrors the geographical area of a police force and is usually chaired by a Senior Police Officer. The Strategic Liaison Officer must have this as their sole role in the incident response and be appropriately empowered to represent the University at the strategic level.
- **Tactical Coordination Group (TCG).** The Tactical Coordination Group may comprise of representatives similar to those listed for the Strategic Coordination Group but for a more local area (i.e. Oxford City). Liaison with the Tactical Coordination Group is likely to be most appropriately conducted at the Silver level. The Tactical Liaison Officer must have this as their sole role in the incident response and be appropriately empowered to represent the University at the tactical level.
- **Lead Agency.** In the event of the most serious or very large-scale incidents, a lead government agency (e.g. Public Health England) may be involved.

## 6 UNIVERSITY STRATEGIC TEAM (GOLD)

**6.1 Role.** The University Strategic Team has overall strategic responsibility and authority for setting the strategy when responding to the incident or crisis. It may set strategic priorities and parameters and provide resources for the tactical level, but it should not become involved in tactical decision-making. Its tasks are likely to include providing direction to the University Tactical Team (Silver) regarding reputation management, longer-term business recovery, financial control, and corporate priorities, and providing the strategic level spokesperson as necessary.

**6.2 Membership.** The membership of the University Strategic Team (Gold) will be tailored to specific major incidents. The initial standard membership comprises the following:

Ser (a)	Member (b)
1.	Vice-Chancellor (Chair of Gold)
2.	Registrar (Chair of Silver)
3.	Pro-Vice-Chancellor (Planning and Resources)
4.	Pro-Vice-Chancellor (Education)
5.	Pro-Vice-Chancellor (Research)
6.	Pro-Vice-Chancellor (People and Digital)
7.	Pro-Vice-Chancellor (Innovation)
8.	Director of Public Affairs and Communications
9.	Chief Diversity Officer
10.	Chief Finance Officer

11.	Global & Local Engagement Officer
12.	Head(s) of Division
13.	Proctors' Office Representative
14.	Chair of Conference of Colleges
15.	Subject matter experts as appropriate (e.g. Chief Information Security Officer)

Fig. 1.0. Membership of the Strategic Team (Gold).

A full list of current members can be found in Appendix 27 with contact details (restricted access). All members should have a nominated deputy in case of unavailability or to share the responsibility in the case of an extended crisis. Depending upon the nature and location of the crisis, other members, such as Heads of House or Division, may be invited to join by the Chair. The Strategic Team will be supported by the Record Keeper pool<sup>5</sup> as required. Decisions and direction will be recorded in the Strategic Team Logbook.

**6.3 Location.** Meetings of the University Strategic Team may be in-person or virtual. If meeting in person, the standard location will be at Wellington Square, OX1 2JD.

**6.4 Enduring Incident.** In the event of a long-term incident, Council is to be kept fully informed of decisions made by Gold, with additional meetings or updates as required.

## 7 UNIVERSITY TACTICAL TEAM (SILVER)

**7.1 Role.** The University Tactical Team coordinates the tactical response in compliance with the direction provided by the Strategic Team with the initial aim of resuming the delivery of priority activities as swiftly as possible. This team is responsible for managing the crisis on a day-to-day basis, turning the strategic direction into tactical plans. Tasks will include:

- Coordinating the tactical response to the incident.
- Liaising with the Strategic Team.
- Meeting the strategic objectives set by the Strategic Team.
- Ongoing assessment of the scale, duration, and impact of the incident.
- Establishing the operational priorities.
- Allocating resources.
- Providing direction and support to the Operational Teams.
- Coordinating internal and external communications, including media statements.
- Liaising with the emergency services or other external agencies (e.g. TCG, NCSC).
- Liaising with legal advisors, specialist advisors (e.g. Control Risks), and insurers.
- Activating Business Continuity Plans.

**7.2 Membership.** The membership of the University Tactical Team comprises the following:

Ser (a)	Member (b)
1.	Registrar (Chair and Gold Liaison)
2.	Chair of Domestic Bursars' Committee
3.	Chair of Senior Tutors' Committee
4.	Head of University Communications
5.	Director of Student Welfare and Support Services
6.	Director of Human Resources
7.	Director of Occupational Health and Safety
8.	Chief Information Officer
9.	Director of Estates
10.	Director of Assurance

<sup>5</sup> The Record Keeper pool is provided by trained members of the Executive Assistant professional community of practice.

11.	Head of Risk and Resilience
12.	Head of Security Services
13.	Proctors' Office Representative

Fig. 2.0 Core Membership of the Tactical Team (Silver).

Depending on the nature and location of the incident, other members may be asked by the Chair to join the Silver Team, including (but not limited to):

Ser (a)	Primary (b)
1.	Director of Finance
2.	Director of Legal Services and General Counsel
3.	Relevant Head of Division(s)
4.	Relevant Head of Department(s)
5.	Chief Information Security Officer
6.	Head of Insurance
7.	Representatives of relevant external agencies e.g. NHS University

Fig. 3.0 Additional Membership of the Tactical Team (Silver).

A full list of current members can be found in Appendix 27 with contact details (restricted access). All members have a nominated deputy in case of unavailability or to share the responsibility in the case of an extended crisis. Depending upon the nature and location of the crisis, other members may be invited to join by the Chair. The Tactical Team will be supported by the Record keeper Pool as required. Decisions and direction will be recorded in the Tactical Team Logbook.

**7.3 University Tactical Team's individual responsibilities.** The individual responsibilities of members of the Tactical Team are set out in the appendices. Additional responsibilities are likely to be assigned once the nature of the incident becomes apparent.

**7.4 Location.** Meetings of the University Tactical Team may be in-person or virtual.

- **In-person.** If meeting in-person, the standard location will be at Wellington Square, OX1 2JD. The alternative location is the Lower Ground Floor 2, Examination Schools, High Street, OX1 4BG.
- **Virtual.** If the meeting is virtual, it will be conducted via MS Teams. If this is the case, participants will be contacted via email with a meeting invitation and link.

**7.5 Meeting Support.** Meetings will be supported by the Risk and Resilience Team. If required, emergency power (portable generator), lighting set, mobile telephones and alternative laptops (isolated from the University network) are available in addition to routine stationery items. Meetings will be recorded by a Record Keeper and records will be agreed on a daily basis by the Senior Officer present.

## 8 UNIVERSITY OPERATIONAL TEAMS (BRONZE)

**8.1 Role.** The University Operational Teams, as it is likely that there will be more than one, deliver the operational response (often described as '*on the ground*'). The Silver Team will provide direction on responsibilities tasked to the Bronze Teams. University Bronze Team Leads must have a clear understanding of the Silver Team's Tactical Plan, their role in delivering it, and in what timescales and with what resources. A Bronze Team could comprise of staff from the professional services teams, including Estates Services, Security Services, IT Services or representatives of a department or college.



Importantly, the composition of Bronze Teams will reflect the nature of the incident or crisis. Potential tasks include:

- Assessing the initial scale, duration, and impact of the incident.
- Establishing liaison with the emergency services.
- Coordinating the evacuation of buildings.
- Establishing a cordon and access control.
- Providing regular situation reports to the Tactical Team.

In addition, the University will exploit its academic capability wherever possible through the use of advisory groups appropriate to the incident or crisis (e.g. Health Measures Advisory Group during the Covid-19 Pandemic).

## 9 ACTIVATION

**9.1 Initial notification.** Notification of a major incident could be either external or internal. For an external incident (such as major flooding) notification would most likely come from the local authority or responding agency. For an incident internal to the University, notification could also come from an external agency or the emergency services. Alternatively, it could be an internal member of the University who carries out the initial notification.

**9.2 Emergency Contacts.** On discovering an incident or being notified of an incident that cannot be dealt with at the department or college level<sup>6</sup>, a student or member of staff should immediately call the following:

- The appropriate Emergency Services on 999.
- The OUSS emergency number on 01865 289 999. The OUSS emergency number is continuously crewed and monitored.

**9.3 Activation Process.** The OUSS Duty Officer will then notify the Head of OUSS and Head of Risk & Resilience. Head of Risk & Resilience will then inform the Registrar who will decide whether to activate the MIP and assemble the Tactical Team. If the Registrar decides to assemble the Tactical Team, then the Vice-Chancellor will be informed of the decision as soon as practicable. The key people who must be initially informed of a (potential) major incident are:

- Head of Risk and Resilience
- Head of OUSS
- Duty Media Officer

**9.4 Activation authority.** The authority to activate the Major Incident Plan lies with the Registrar<sup>7</sup>. The decision will be based upon the best available knowledge at the time. In cases where there is doubt over whether it should be a Department level response or a University level response requiring Major Incident Plan activation, the decision should err on activating. If, subsequently, it transpires that the incident can be handled at a lower level, then the Major Incident Plan will be deactivated and the teams will stand down.

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<sup>6</sup> In accordance with the local Emergency Action Plan.

<sup>7</sup> The Registrar's nominated deputy for this decision is the Academic Registrar.

**9.5 Declaring a Major Incident.** Individuals who are members (or deputies) of the Strategic or Tactical Teams must ensure that their mobile phone contact details remain up-to-date<sup>8</sup>. The following standard messages will be used, irrespective of using voice, text or instant messaging applications.

Ser (a)	Message (b)	Meaning (c)
1.	"Major incident – standby"	A major incident <i>may</i> need to be declared. This message is likely to be prompted by an identified approaching threat.
2.	"Major incident declared – activate plan"	The Registrar has declared a major incident. MIP is activated. Tactical Team members should expect imminent notification of a meeting – either via MS Teams or in-person.
3.	"Major incident – cancelled"	This message cancels either of the first two messages at any time.
4.	"Major incident – stand down"	The Registrar has declared the major incident over. Teams are stood down.

Fig. 4.0 Major Incident – Standard Messages

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<sup>8</sup> Through EA to Registrar and Head of Risk & Resilience.

## 10 OPERATING

**10.1 Major Incident Decision Model.** The Major Incident Decision Model is derived from the Joint Decision Model used by the emergency services to help them work together when responding to multi-agency incidents. It is recommended as a potential decision-making model for the University's response.



Fig. 5.0 Joint Decision Model

**10.2 Tactical Plans.** Tactical-level plans focus on coordinating the response to an incident and facilitating the continuity of prioritised activities. They should provide guidelines to help analyse the impact of the incident, and implement appropriate solutions, ensuring the continuity of prioritised activities and providing progress updates to the Strategic Team. The tactical plan should be based on agreed business continuity solutions and address the incident response from the initial alert until the point at which disrupted activities are restored. The tactical plan should focus on coordinating the activities of the Operational Teams to ensure they work together effectively. The tactical plan should include detailed information about the resources required, the time frames and quantities in which they are needed, and how they will be sourced.

## 11 DEACTIVATION

**11.1 Deactivation authority.** The authority to deactivate the MIP lies with the Registrar. The MIP should be deactivated and teams stood down only when the incident has been successfully resolved. For long-running incidents or crises, the operational tempo will likely be reduced but the MIP will remain in force until a successful resolution is achieved.

**11.2 Debriefing.** At the conclusion of a major incident, the Head of Risk & Resilience will arrange for staff to be debriefed. This process will take place within three months of the incident 'stand down'. The debrief may take the form of a returnable proforma or a debrief meeting as appropriate to the incident. The Head of Risk & Resilience will prepare a report on the major incident, to include issues identified by the debriefing process, together with an action plan to address the issues raised.

**11.3 Supporting students and staff involved in major incidents.** Students and staff who have been involved in a major incident may need support following an incident or during a long-running incident. A Bronze Team should be identified to take responsibility for this aspect.

## 12 REPORTING

**12.1 Type of Reports.** In order to provide consistent and clear information between the teams the following standard reports should be used.

- **Initial Report (METHANE Report).** The initial report from the scene of the incident.

<b>M</b>	Major incident declared?	Has another agency declared a major incident?
<b>E</b>	Exact location	Full address/grid reference/what3words <sup>9</sup>
<b>T</b>	Type of incident	What has happened
<b>H</b>	Hazards present	Fire, chemicals, flood water, infectious disease
<b>A</b>	Access	Routes that are safe to use
<b>N</b>	Number, type, severity of casualties	Dead/life threatening injury/walkers/remainder
<b>E</b>	Emergency Services	Emergency Services present and those required

Fig. 6.0 METHANE Report

- **Situation Report (SITREP).** SITREPs simply state facts and should follow the '5Ws' format:

<b>Who?</b>	Who is involved? Who has been or could be affected?
<b>What?</b>	What has happened/is happening/expected to happen?
<b>Where?</b>	Where has the incident taken place? Where is affected? As accurate as possible: full address or grid reference or what3words
<b>When?</b>	When did it happen/is it expected to happen/other key timings?
<b>Why?</b>	Why did it happen/is it expected to happen? (confirmed or assessed)

Fig. 7.0 SITREP

- **Situation, Background, Assessment and Recommendation (SBAR).** Upward reporting is most valuable when it contains an assessment of the situation and recommended actions. SBAR

<sup>9</sup> <https://what3words> – every 3-metre square in the world has been given a unique combination of 3 words. Used for e-commerce, delivery, and emergency response.

reports can be used (frequency as required) for the Operational Teams to report to the Tactical Team, and the Tactical Team to report to the Strategic Team. Possible factors to consider include:

- Impact, or potential impact, on teaching and research.
- Potential for continuing disruption.
- Second order effects upon other parts of the University.
- Financial implications.
- Reputational implications.
- Internal communications.
- External communications.
- What has the University done so far.
- What does the University propose to do (hours/days/weeks).
- Plans at the Department or College Level.

## **13 SUPPORTING GROUPS**

**13.1 The Business Continuity Network (BCN).** The BCN comprises representatives of departments and colleges across the University with responsibility for business continuity. The BCN meets via virtual means on a monthly basis in order to maintain the key relationships that will better enable the University to withstand a major disruption. In the event of an incident, the BCN will provide a critical means of rapid communication and mutual assistance across the University.

**13.2 Record Keeper Pool.** During a major incident, it is imperative that accurate records are kept of the events, decisions, and actions. It is also vital to accurately record the rationale behind these decisions. The reason for this level of detailed record-keeping is that each major incident and the University's response may be subject to a subsequent Public Inquiry or other audit. Should there be any adverse effects created as a result of the actions or decisions taken by the University in response to a major incident, such decisions would need to be justified. Trained record keepers for the Gold and Silver Teams will be provided from the executive assistants' professional community of practice. The Record Keepers will work in pairs to support an ongoing, fast-moving incident and/or Tactical Team meetings. In the absence of a trained record keeper or other suitable staff members, decision-makers must keep their own accurate, contemporaneous where possible, record of events and actions. The names and contact numbers of those staff members who form the record keeper pool are available at Appendix 27 (Restricted access). There is no standing duty roster and the initial response will be to use those who are available at the time.

## **14 MAJOR INCIDENT COMMUNICATIONS PLAN**

**14.1** The Major Incident Communications Plan (see Appendix 1) is a key component of the Major Incident Plan. It outlines how the available, on-call communications staff will coordinate the communications response for the University. It includes how to contact the key staff members; what equipment is held and what pre-prepared 'lines-to-take' could be used in the event of a major incident. These have been prepared with the intent that they provide a starting point and will be tailored to specific circumstances. All lines are attributable to a University spokesperson unless specifically directed otherwise.



**14.2 Authority for media statement release.** During a fast-moving major incident, the University's speed of response will be vital to maintain its narrative. The default will be to clear lines with the Vice-Chancellor through the Registrar. However, the Director of Public Affairs and Communications has the authority to sign-off release of media messages and statements, if the urgency is such that this is required.

## **15 ROLES AND RESPONSIBILITIES OF OTHER ORGANISATIONS**

**15.1 Local Authority.** The local authority for Oxfordshire is Oxfordshire County Council. It has five subordinate district councils which includes Oxford City Council. Oxfordshire County Council has produced community emergency planning guidance and the University's link in the event of a large-scale major incident would be via the Thames Valley Resilience Forum (see below).

**15.2 Thames Valley Local Resilience Forum.** The University is a member of the Thames Valley Local Resilience Forum which was established under the Civil Contingencies Act 2004. It is a multi-agency partnership made up of representatives from Category 1 Responders including local public services, the emergency services, local authorities and NHS. The partnership is supported by Category 2 Responders (e.g. Highways Agency, public utilities). The boundaries of the Thames Valley Local Resilience Forum are correlate with those of Thames Valley Police.

**15.3 Police.** In the event of a major incident, the role of the Police Force includes:

- Chairing the Strategic Coordination Group: coordinating the Emergency Services, local authorities, and other organisations in line with JESIP principles.
- Protecting life.
- Securing, protecting, and preserving the incident scene.
- Investigating the incident by obtaining and securing evidence and identifying witnesses.
- Collating and disseminating casualty information.
- Identifying any deceased on behalf of the HM Coroner.
- Preventing crime.
- Restoring normality at the earliest opportunity.

**15.4 Fire & Rescue.** In the event of a major incident, the role of the Fire & Rescue Service includes:

- Responding to any reported emergency.
- Responding to emergency calls.
- Escalating the attendance and incident command structure in accordance with the scale of the incident.
- Providing support to the incident control point as required.
- Working to the principles of JESIP during any multi-agency incident.

**15.5 Hospitals.** In the event of a major incident, the role of hospitals, such as the John Radcliffe Hospital, includes:

- Having robust plans in place to respond to an emergency and have the capability to receive, triage, and treat appropriately any casualties from an incident.
- Providing a 24/7 command and control response to any incident.
- Providing a safe and secure environment for the assessment and treatment of patients.
- Providing a clinical response including provision of general support and specific/specialist health care to all casualties, victims, and responders.
- Maintaining communications with relatives of patients, the local community, and the media.

**15.6 Ambulance Service.** In the event of a major incident, the role of the Ambulance Service includes:

- Saving life.
- Coordinating NHS communications on site and alerting the receiving hospitals.
- Conducting a health service assessment for the incident.
- Facilitating a patient triage process when required.
- Treating casualties.
- Transporting casualties to hospital.
- Providing clinical decontamination of casualties (CBRN<sup>10</sup> or HAZMAT<sup>11</sup> incident).
- Alerting and coordinating the work of voluntary services at the incident.

**15.7 Public Health England (PHE).** In the event of a major incident, PHE provides the following specialist health protection services:

- Centre for infections (CIF).
- Radiation Protection Division (RPD).
- Chemical Hazards and Poisons Division (CHaPD).
- Regional Microbiological Network (RMN).
- Centre for Emergency Preparedness & Response (CEPR), which has its own Emergency Response Department.

In the event of a major incident involving a chemical, biological, radiological or nuclear hazard, staff will support in managing the local response and provide advice.

**15.8 NHS England (NHSE).** The key roles of NHS England in responding to a major incident are:

- Providing a 24/7 emergency response.
- Leading the NHS response, including the National Blood Service and NHS 111.
- Supporting or leading the local Health Economy Tactical Coordination Groups (TCGs).
- Representing the Health Service providers at Multi-Agency Strategic Coordination Groups (SCGs) and acting as a conduit for information and instruction.
- Assessing the situation and identifying emerging issues.
- Acting as the coordination point for the Health Media Strategy for the NHS.
- Acting as a Health focal point for liaison with other agencies and organisations.

**15.9 Environment Agency (EA).** The role of the EA is to protect and preserve the environment. The EA plays a specific role in providing advice with regard to flooding and pollution incidents.

## **16 TRAINING AND EXERCISES**

**16.1 Training.** Training and awareness events will be conducted to familiarise members of the University with the Major Incident Plan and associated procedures.

**16.2 Exercises.** Exercises will be undertaken on an annual basis as a minimum for the Gold and Silver Teams as well as within each division. Subsequent lessons identified should be used to update and improve the Major Incident Plan. Exercises can range from tabletop discussions to multi-agency events.

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<sup>10</sup> Chemical, Biological, Radiological, and Nuclear.

<sup>11</sup> Hazardous Material.

## **17 GOVERNANCE AND REVIEW**

17.1 **Governance.** The Security Subcommittee is responsible for monitoring the Major Incident Plan on behalf of Council.

17.2 **Review.** The Major Incident Plan is to be reviewed on an annual basis by the Assurance Directorate. It will also be reviewed following any lessons identified from exercises or real incidents.



# APPENDIX 1

## Major Incident Communications Plan

Current owner: Stephen Rouse

Last edited by Stephen Rouse on 7 March, 2024

Last test date: x

## Introduction

When an incident of a serious nature arises, an effective and coordinated University response is vital. This Public Affairs Directorate (PAD) communications plan is designed to support and complement the University's wider Major Incident Plan (MIP) for management of such instances.

The plan aims to provide a clear framework for formulating a communications response, responsibilities for doing so, and practical arrangements in the event of a serious incident.

The University's Major Incident Plan (MIP) defines an incident as one that threatens serious damage to human welfare, the environment of security of the University, or serious disruption to its core activities. It may pose a threat to life, significantly affect the University's ability to carry out its day-to-day activities, pose a threat to health and safety, and threaten to significantly damage the University's reputation.

During a major incident (usually when the University's Major Incident Plan is activated by the VC or Registrar) **PAD will be responsible for the University's communications response to all key audiences**, including the general public and key external stakeholders as well as University staff and students – working closely with communications and other colleagues as appropriate. An incident communications response team (membership below) would be activated to co-ordinate this activity.

The MIP uses the nationally recognised incident response framework of a University Strategic Team (also known as Gold), University Tactical Teams (also known as Silver), and Operational Teams (also known as bronze). This Plan will follow the MIP in using the Strategic/Tactical/Operational naming system. The incident communications response team will act as an Operational team in accordance with the MIP, reporting into the Tactical team. This plan would not be activated for second-level incidents managed at Division, Department or College level, but PAD would be available to guide and, where necessary lead, the communications response.

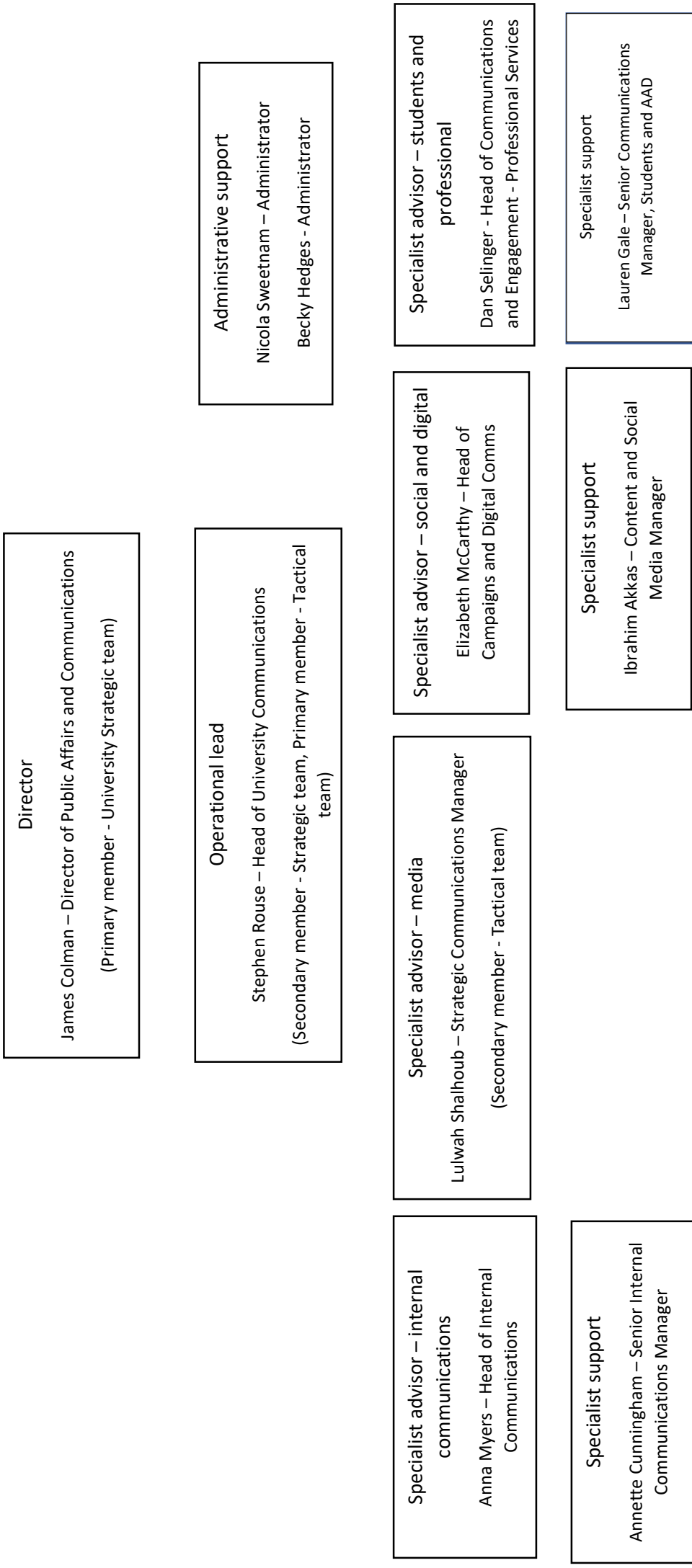
The Plan follows three core principles:

1. **Empathy:** All communications should demonstrate that the University understands how the incident impacts staff, students, their families, members of the local community and other affected communities.
2. **Transparency and responsiveness:** We will seek to ensure that all stakeholders, including the media, staff and students, have the appropriate, accurate and timely information and advice they will find useful and reassuring.
3. **Focus on action:** Communications will outline what the University can do, or is doing, to take control and contain the situation, either itself or in conjunction with other agencies. Where there are constraints on communication (for example legal process or rapid change) we will be clear about the reasons for this.





## Incident communications response team



**Note** – this would be the ‘core’ team for handling an incident comms response; additional members from PAD would be co-opted as appropriate, as well as specialist advisors from elsewhere in the University

## Preparation

### **Preliminary steps:**

- WhatsApp group set up for incident communications team – six-monthly check ensuring all numbers are current
- PAD budget to make provision for equipment purchases and expenditure incurred during any incident

### **Equipment available:**

- Duty phone
- iPad with charger and keyboard
- Non-university laptop (in case of cyber incident)
- Notepads/flipcharts
- Pens – all colours and card/paper
- Highlighters
- Rucksack to hold all the above barring duty phone, to be kept securely by N&I

### **Hard copies of following contact lists to be held by all response team members and media duty officers:**

- Incident communication response team
- N&I and R&I Teams
- Heads of UAS
- VC/PVCs
- Heads of Division
- Heads of Colleges
- Heads of Departments
- Estates Department
- Facilities Team
- Local authorities and emergency services – including police, fire and rescue, ambulance, hospital, NHS England and UK Health Security Agency, City and County Councils

(All of the above will have details of respective comms leads.)

### **Hard copies of the following resources to be held by all response team members and media duty officers:**

- University MIP
- Major Incident Communications Plan
- “How to guides” on all staff and student emails, posting to website, social media posting and monitoring. All response team members to be familiar with all these, regardless of regular duties.

- Newspaper logins for the following:
  - Times
  - Telegraph
  - Independent
  - WSJ
  - NYT
  - Daily Mail
- [University of Oxford Map](#)
- [Searchable map | University of Oxford](#)
- University website back up plans

**Alternative premises for response team meetings and operations (if Wellington Square is not available):**

Availability of potential premises to be checked six-monthly by Operational lead and Strategic Communications Manager with designated contacts. See Appendix 5 for current list of possible alternative venues.

A number of Outside Broadcast locations will also be identified, with availability and access details to be checked six monthly

**Spokespeople:**

The University should have a bank of senior officers trained to give interviews to the media in the event of an incident. Bespoke training should be set up for the VC and designated alternatives.

## Initial response (MIP phase 1)

### **MIP Activation:**

The authority to declare a major incident the MIP lies with the Registrar. Any PAD member who themselves becomes aware of an incident should first contact the appropriate emergency service and then Oxford University Security Service on 01865 289999. OUSS will then initiate the activation process.

Members of the Tactical and Strategic teams will receive mobile phone messages that a major incident has either been declared or is likely. On receipt, the PAD Operational lead should in turn alert the Communications Response Team by WhatsApp that they should stand by.

Once the Registrar has decided to declare a major incident, they will inform the Vice-Chancellor and convene an initial meeting of the Tactical team. This will be attended either by the PAD Director or the Operational lead.

### **Convening the communications team:**

- PAD Director or Operational lead to contact Administrative Support on completion of Tactical meeting
- Administrative Support to contact Incident Communications Response Team with meeting details

### **Initial team meeting:**

This should take place as soon as possible after the initial Tactical meeting and be chaired by the PAD Director. The agenda would include:

- Briefing on the Incident, known facts and key contacts (internal and external)
- Establishing sources of authoritative information
- Establishing lead communications agency (this may well be an external emergency agency, in which case PAD will follow their lead)
- Creation of incident-specific site on the PAD crisis comms channel for storage of plans, messaging materials, rotas etc
- Initial messages and holding statements for media and social media (normally to be issued after agreement by Tactical)
- Development of an internal and external communications plan
- Identification of key stakeholders and relevant/available communication mechanisms
- Allocation of responsibilities and actions
- Establishment of physical base of operations
- Inform Divisional communications leads and Conference of College of initial action
- Next meeting



**Triage first response tools:**

- Strategic Communications Manager to work with team to check status of first response tools and materials in the light of the incident
- Suite of core first response tools for external comms to include:
  - Text Local
  - Twitter
  - Facebook
  - Instagram
  - LinkedIn
  - Email
  - Cision
  - Teams
- Suite of core first response tools for internal comms to include:
  - Text Local
  - Adestra
  - Cascade
  - Email
  - Teams

**Set up rota:**

- Administrative Support to draw up rota (especially for an incident that lasts several days), ensuring every member of the team is given time for breaks and rest. To be agreed by Director or Operational lead and circulated to team members. In particular, the rota answering the news phone and inbox, should ideally be staffed by more than one person and rotated frequently, given likely level of demand. In extreme cases, Tactical should consider a dedicated emergency phoneline.

**Establish roles:**

- Director to oversee and provide top-level support to strategy group
- Operational lead to make 'business-as-usual' decisions and refer top-level decisions to Director
- Strategic Communications Manager to act as external 'point person', triaging incoming communications with Administrative Support/ duty inbox and phone managers, overseeing the issuing of external messaging and collating briefings for University command structure (see phase II)
- Other Specialist Advisors and Specialist Support to lead on their respective functions  
Administrative support or trained watchkeeper from University watchkeeper pool to minute team meetings and agreed actions

**Social media monitoring**

- Head of Campaigns and Digital Communications to work with Content and Social Media Manager to decide on key words and key stakeholders to monitor
- Ensure tools are set up for monitoring:
  - Sprout Social
  - Pulsar
- Head of Campaigns and Digital Communications to determine how frequently monitoring reports should be compiled. Social Team to recommend to the Director/Operational lead on what to post (including copy, channels, assets)

## Containment (MIP Phase II)

This is the main operational phase of the incident. The University's key priorities will include: caring for those affected; preventing the situation worsening; liaison with external agencies; and considering recovery solutions.

Key communication priorities are:

- Development and execution of internal and external communications plan
- Timely flow of accurate, factual messages to internal and external stakeholders, media and social media
- Liaison with relevant emergency services comms teams
- Regular insight-led updates to Tactical and Strategic on questions and concerns among stakeholder audiences. Reports should use the SBAR model in the MIP (Situation, Background, Assessment, Recommendation)

During a rapidly developing situation, speed of response is vital. Whenever time permits, media lines will be presented to Tactical Team meetings for authorisation by the Registrar. If time is pressing and the situation demands it, the Director or the Operational lead has the authority to sign off media and social media messages and statements.

### **Key responsibilities:**

#### *Director*

- Contact point with Strategic Team, advising on communications strategy and providing insight into external/internal reaction
- Relaying situational updates and strategic direction back to communications team
- Oversee implementation of the internal and external communications plan to achieve the strategy set by Strategic and support the work of Tactical
- Ensure team wellbeing and continuity of communications services

#### *Operational lead (usually Head of University Communications)*

- Work with Tactical and other appropriate agencies to decide on information to be made public and communicated to staff and students
- Update Tactical on media attitudes and approaches
- Advise Tactical on the presentation of press releases and press conferences, and the method of managing media inquiries
- Arrange for appointment and briefing of a University spokesperson for media interviews/press conferences. To reinforce reassurance about continuity of business, this should normally be the VC or senior deputy, and broadcast should be from a recognisable University location
- Set up venue for press conferences and host briefings as required.
- Advise Tactical on appropriate national and local policy-makers and other stakeholders to be kept informed and issue appropriate briefings

### *Administrative support*

- Ensure continued equipment availability / base of ops
- Develop and maintain rota
- Ensure team wellbeing / sustenance
- Minute team meetings and decisions (if trained watchkeeper not available from University pool)

### *Specialist advisor – Strategic Comms*

- Triaging and maintaining first response comms tools
- First point of call for media
- Issuing agreed messaging to media/ external stakeholders
- Compiling briefings on external reaction for University command structure

### *Specialist advisor/support – Internal Comms*

- Primary staff engagement lead
- Deploys staff engagement comms channels for messaging as agreed by Tactical
- Creates materials for University communications community for onward dispersal
- Monitors sentiment and feedback from internal community and prepares updates for University command
- Keep staff informed of when and where to expect updates: advise of specialist incident web page if available
- Co-ordinate with Divisional Communications leads and Conference of Colleges as early as possible. Clearly identify college-specific advice in communications.
- As required work with student comms to set up dedicated staff / student email address to help triage enquiries / get direct source of insight on challenges faced

### *Specialist advisor/support – AAD (student comms)*

- Primary student engagement lead
- Deploys student engagement comms tools for messaging as agreed by Tactical
- Monitors student community, student media for sentiment and feedback and prepares updates for University command
- Keep staff of informed of when and where to expect updates: advise of specialist incident web page if available

- As required work with Internal Comms to set up dedicated staff / student email address to help triage enquiries / get direct source of insight on challenges faced

*Specialist advisor – Digital comms*

- If required (and digital facilities available), oversee establishment of dedicated major incident web page with regular time-stamped updates as agreed with Tactical
- Depending on need, to mobilise filming resources- eg a statement that can be sent to media, suitable B-roll
- Direct social media team in pushing out statements and other relevant content as directed by Operational lead / Head of Campaigns and Digital Communications
- Supervises social media monitoring and prepares report on sentiment and reaction to University command structure

## Deactivation (MIP Phase III)

The decision to deactivate an incident will be made by the Registrar on resolution. For a long-running incident, even when the risk and frequency of events reduces, the MIP remains in force until deactivation

### **PAD responsibilities:**

- Communicate the Registrar's decision to deactivate the Major Incident, internally and externally
- Communicate the "new normal" – ongoing changes to infrastructure, working practices etc
- Contribute to the University debrief report, including on communications reception and lessons learned. This will normally take place within three months of the stand down
- Consider future communications requirements – commitments made under long-term action plan, media follow-up one year on, etc
- Communicate arrangements for the support of staff (including PAD staff) undergoing long term effects. (A dedicated Operational team will be set up to manage this).
- Ensure all PAD staff receive appropriate support and counselling post-incident

## Appendices

### ***Appendix 1- Generic lines to take***

This section suggests initial lines that could be sent out to the media in the event of the crisis. These have been tailored to most, but not all, types of incidents the University is likely to face. They can be adapted to fit other incidents not covered below. All lines are attributable to a University spokesperson unless explicitly communicated otherwise by the Director and/or Operational lead

#### *General loss of systems - initial*

‘The University is aware that some of its IT network is currently unavailable. We are investigating and working to restore affected systems as quickly as possible. We will provide further updates when more information is available.’

#### *Cyberattack - confirmed*

‘The University of Oxford has been the victim of an intrusion into its IT network resulting in a data breach. The University is aware of the disruption this is causing our community and is working to restore all services as quickly as possible and investigating the incident with the help of the XXX.’

#### *Animal rights activists successful breach of an animal holding facility*

‘The University is very concerned to learn that its facilities have been entered without permission and is working with the police and other authorities to investigate and resolve the situation.’

#### *Release of a dangerous chemical or biological agent*

‘The University is very concerned to learn that a toxic substance has been released onto our premises. We are taking immediate action, including evacuation of staff and students, liaising with emergency services on containing and remedying the situation and will be investigating how this happened.’

#### *Kidnap of staff/student overseas on fieldwork*

‘The University is very concerned to learn that a member of staff/one of our students was abducted while conducting research abroad. We are providing whatever support we can to their families and are closely liaising with all relevant authorities.’

#### *Building failure*

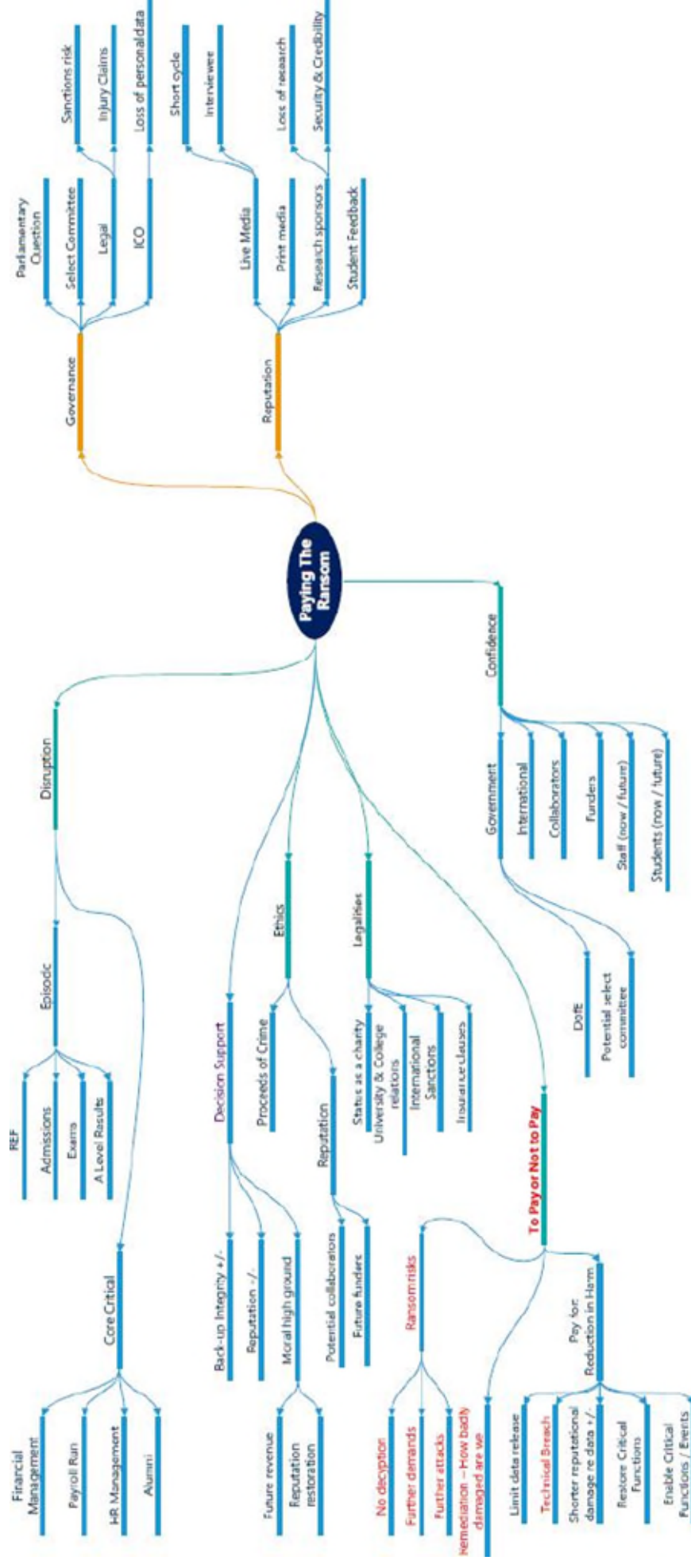
‘The University is very concerned to learn that one of our buildings had to be evacuated due to [describe incident]. We take the safety of our staff and students seriously, implementing immediate remedial actions and will be investigating the causes.’

#### *Extreme weather event*

‘The University is very concerned to learn of the threat to our staff and students from [weather event] and has taken [describe measures] to protect them. We take very seriously the safety of everyone at the University.’

## APPENDIX 2: CYBER-ATTACK: RANSOMWARE CONSIDERATIONS AIDE MEMOIRE

1. Purpose: The left side of this document provides points for consideration when deciding whether to pay a ransom. The right side of the map provides the potential fall-out/post-decision factors to consider.
2. Uses: The document should be printed in A3. Annotations can be made against each of the factors to capture views/discussions and can form a part of the formal record for the decisions made. SMEs should be prepared to expand on their areas.
3. Outcome: A decision will derive from a balance of factors specific to the situation, such as the severity of the attack, the impact on critical functions at particular times, and the long-term reputational damage of making a payment.





## APPENDIX 3

### STANDARD MAJOR INCIDENT AGENDA

I.	<b>Opening remarks</b>	Chair
II.	<b>What do we know?</b>	Intelligence updates Situation reports Liaison Officers
III.	<b>What are the threats?</b>	Consider: natural, physical, virtual, financial, and reputational.
IV.	<b>What are our priorities?</b>	
V.	<b>Legal/Policy/Governance factors</b>	
VI.	<b>What courses of action (COA) are available?</b>	COA should be: suitable, feasible, acceptable, distinguishable, and complete.
VII.	<b>Decision (Course of action selection)</b>	
VII.	<b>Communications</b>	Internal External
IX.	<b>Review actions and ownership</b>	
X.	<b>Closing remarks and date/time of next meeting</b>	Chair

**Notes:**

- Attendance will be confirmed by the Risk and Resilience Support Team.
- Members are asked to declare any potential conflict of interest.
- All matters are deemed confidential unless stated otherwise.
- Decisions are to be recorded by a Record Keeper.

## **APPENDIX 4**

### **MAJOR INCIDENT TEAM EQUIPMENT**

The following equipment will be provided in Room 1,2 & 3, University Offices or in Room LGF2, Examination Schools for use during an incident:

- 5x hard copies of the Major Incident Plan
- Conference telephone
- Projector/Screen and IT network access points
- White board and pens
- Flip chart
- Stationary, including pads, pens and pencils
- Logbooks
- Standard Meeting Agenda

The following equipment is also available in the event of power outages and denial of service on IT systems:

- 1x Generator
- 2x Lighting sets
- 5x Chromebook tablets (Cloud linked)
- 2x Motorola handheld radios
- 10x Basic mobile telephones
- Torches
- Assorted IT leads
- Electrical extension leads

## APPENDIX 5

### Major Incident Overseas

The guidance offers a checklist for departments when news emerges of a major incident overseas.

In the immediate aftermath travellers should be guided by local government advice and should contact their insurance helpline for practical assistance. They can also get advice from their own embassy in country.

Supervisors/line managers will be aware of the locations of travellers they are supervising and will wish to contact any affected to check they are OK and whether they need further support.

Staff are not expected to come into the office out of hours except under exceptional circumstances (for example activation of university crisis team, direct knowledge that life of staff or student is threatened)

#### Check

- HoA and/or DSO check departmental records as soon as is practical after incident to establish if any member of staff or students are in the location affected
- If so, compile the list, make contact with the supervisor(s) and make HoD aware
- As appropriate agree with supervisor(s) who will make contact (the supervisor may have already made contact). HoA/DSO to keep central department list
- Follow the steps below

#### Contact

- Contact staff / students in the location affected & ask them to confirm they (and any others they have been in contact with) are safe
- Provide them with advice on support available to them (**travel insurance helpline, FCO country guidance, embassy, Red 24 advice**)
- Repeat until you hear back from everyone

#### Inform

- Let the Divisional Safety Officer, the University Safety Office and Director of Student Welfare (where appropriate) know if there are staff and students in the location affected.
- Let the relevant colleges know that you have contacted students and staff affected by the incident and will let them know once you hear back
- Ask colleges to let you know if they hear anything

#### Follow up

- As you hear back from the staff and students that they are safe, tick them off the list
- Make sure you (or their supervisor) have had direct contact from the person you are trying to get in touch with
- Once you have heard back from all staff and students that they are safe, let everyone know (HoD, supervisor (as appropriate), Divisional Safety Officer, University Safety Office, and relevant colleges)

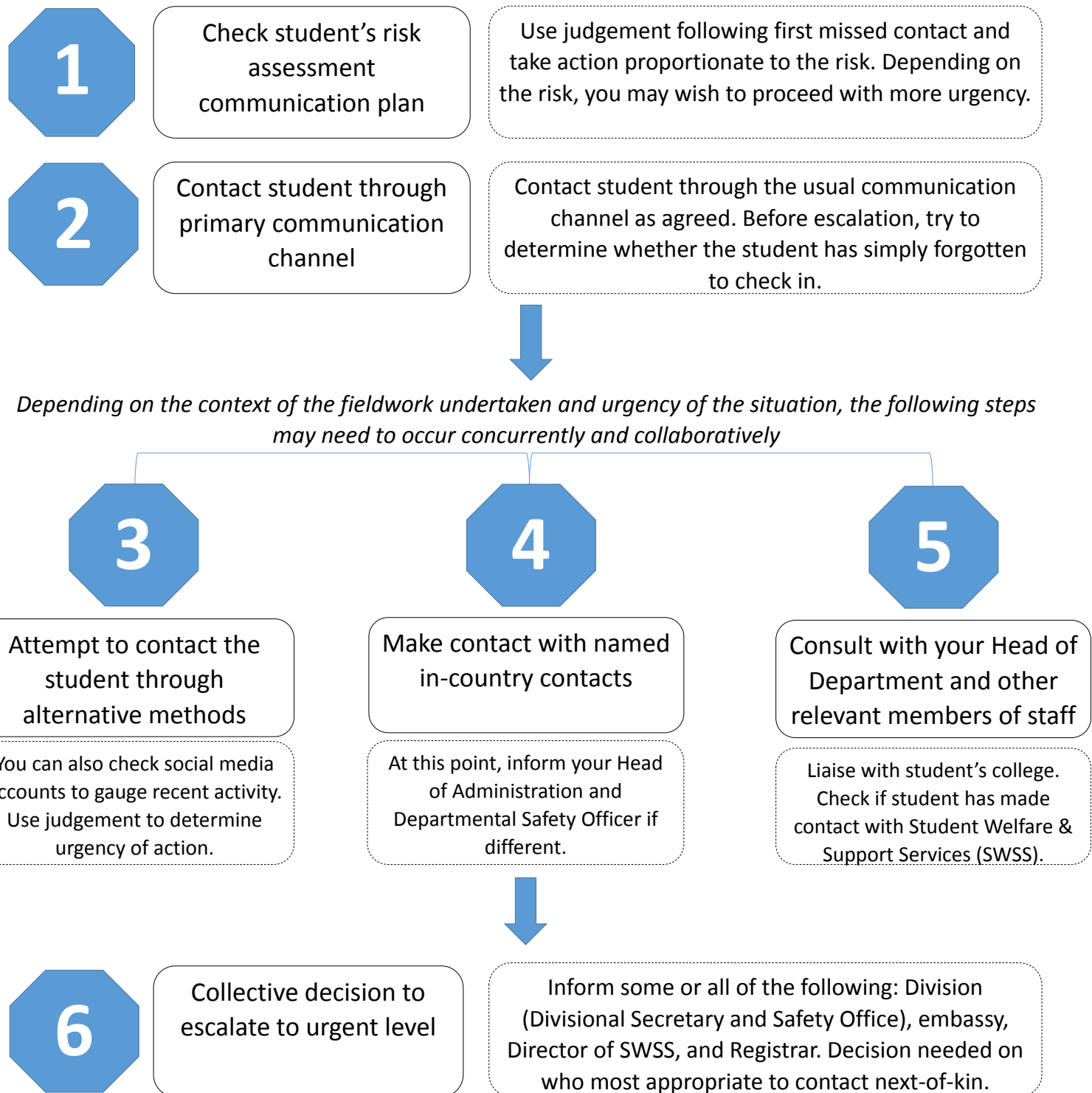
#### Useful contact numbers:

University Safety Office: 01865 (2)70811

Divisional Health and Safety Officer: 01865 (6) 14878

## APPENDIX 6

### Guidance for supervisors on escalation and reporting procedures for students suspected missing on fieldwork



### KEY POINTS

Check existing communication plans and itinerary before proceeding in case the student had noted they may miss a contact due to changing location for example.

Consult with other members of staff for advice and support. Deciding when and how to escalate, especially to next-of-kin, should be a collective decision.

## APPENDIX 7

<b>SILVER Action Card</b>	<p><b>Primary: Registrar (Chair and Strategic Liaison)</b>  <b>Secondary: Academic Registrar</b></p> <p><b>Role:</b> To manage and coordinate the tactical response to the incident in line with the strategy set by the Strategic Team.</p> <p>To ensure the earliest possible resumption of the University's core activities.</p>	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
1	Assess the situation and decide whether to activate the MIP.	
2	Inform the Vice-Chancellor.	
3	Call a Tactical Team Meeting.	
4	Chair the Tactical Team meetings and tailor the membership of the team according to the nature of the incident.	
5	Develop a tactical plan, allocating tasks and resources.	
6	Identify access to emergency expenditure, if required.	
7	Ensure swift and effective communication (internally and externally).	
8	Ensure liaison with the Local Authorities and Emergency Services (where necessary).	
9	Ensure that a communications plan is produced (where appropriate, coordinate with the Emergency Services media plan).	
10	Ensure decisions, actions, and an events' timeline is being recorded.	
11	Report to the Strategic Team on significant developments and at an agreed frequency.	
12	Keep legal advisors, insurers, and loss adjusters updated.	
13	Manage the return to normality or handover to the affected Department or Division to manage the return to normality through their Local Emergency Action Plan processes.	
14	If and when appropriate, during the post-incident recovery phase, stand down the Tactical Team and monitor the long-term return to normality through virtual Tactical Team meetings.	
15	Ensure that a debrief takes place and that lessons identified during the incident are captured and actioned.	

## APPENDIX 8

<b>SILVER Action Card</b>	<b>Primary: Chair of Domestic Bursars’ Committee</b> <b>Secondary: Deputy Chair, Domestic Bursars’ Committee</b>  <b>Role:</b> To advise the Tactical Team in relation to College Hard and Soft FM related activities.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Advise on the likely impact of the incident on the daily operation of the Collegiate University.	
<b>2</b>	Advise on communications with Colleges.	
<b>3</b>	Advise on how Colleges may be able to assist the overall University response.	
<b>4</b>	Advise on how the Central University response can assist Colleges.	
<b>5</b>	Liaise with Colleges on behalf of the Silver Team.	

## APPENDIX 9

<b>SILVER Action Card</b>	<p><b>Primary: Chair of Senior Tutors' Committee</b>  <b>Secondary: Deputy Chair, Senior Tutors' Committee</b></p> <p><b>Role:</b> To advise the Tactical Team in relation to maintaining academic excellence, the provision of teaching resources, and academic policy and procedures, if appropriate.</p>	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Advise on the likely impact of the incident on the daily operation of the Collegiate University, particularly in regard to academic policy and procedures in upholding academic excellence.	
<b>2</b>	Advise on communications with colleges, academics, and students, if necessary.	
<b>3</b>	Advise on how colleges may be able to assist the overall University response.	
<b>4</b>	Advise on how the Central University response can assist colleges, particularly with supporting the provision of appropriate teaching resources in colleges, if needed.	
<b>5</b>	Liaise with colleges on behalf of the Silver Team.	

## APPENDIX 10

<b>SILVER Action Card</b>	<b>Primary: Head of University Communications</b> <b>Secondary: Strategic Communications Manager</b>  <b>Role:</b> To develop and implement an internal and external communications plan to support the work of Silver and achieve the strategy set by Gold.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Liaise with the emergency services, and the Chair and other members of the Silver Team to ascertain what information will be passed to the media.	
<b>2</b>	Manage internal communications with staff and students.	
<b>3</b>	Apprise Silver of media attitudes.	
<b>4</b>	Arrange for the appointment of a University spokesperson for interviews/press conferences with the media.	
<b>5</b>	Advise Silver on the presentation of press releases and press conferences and the method of dealing with media enquiries.	
<b>6</b>	Set up a media and press briefing centre (if required).	



## APPENDIX 11

<b>SILVER Action Card</b>	<b>Primary: Director of Student Welfare and Support Services</b> <b>Secondary: TBC</b>  <b>Role:</b> To advise the Silver Team in relation to the implementation of welfare and support for students impacted by the incident.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Advise the Chair of the Silver Team on the likely impact of the incident on the academic activities of the University.	
<b>2</b>	Advise on communications with students.	
<b>3</b>	Access students records.	
<b>4</b>	Advise the Chair of the Silver Team on issues affecting student welfare and provide support to students affected by the incident, liaising with Departments and Colleges.	
<b>5</b>	Liaise with the relevant college/department to facilitate contacts with friends and families of students affected by an incident.	

## APPENDIX 12

<b>SILVER</b> <b>Action Card</b>	<b>Primary: Director of Human Resources</b> <b>Secondary: Deputy Director of Human Resources</b>	
	<b>Role:</b> To advise the Silver Team on all Human Resources implications of the incident.	
	To identify staff with appropriate skills in sufficient numbers to help respond to the incident.	
	To ensure the provision of health and welfare services to staff affected by the incident or responding to it.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Access employee records.	
<b>2</b>	Access additional staff and staff with specialist skills.	
<b>3</b>	Manage industrial relations, including briefing trades unions, where appropriate.	
<b>4</b>	Facilitate contacts with friends and families of staff affected by an incident.	
<b>5</b>	Advise on disciplinary and welfare issues.	

### APPENDIX 13

<b>SILVER Action Card</b>	<b>Primary: Director of Occupational Health and Safety Services</b> <b>Secondary: Head of Safety Office</b>  <b>Role:</b> To ensure that there is effective liaison and communication on health and safety issues relating to the incident and that the response minimizes the risk of further exposure to staff, students, contractors, members of the public, and members of the Emergency Services.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Liaise as required with emergency services personnel and specialist advisors of the University: Fire Officer, Radiation Protection Officer, Biological Safety Officer, and the Area Safety Officer for Chemistry.	
<b>2</b>	Liaise as required with any relevant departmental safety officer, administrator and Head of Department.	
<b>3</b>	Co-ordinate the University's response to the Health and Safety Executive (HSE), Environment Agency (EA) or Fire and Rescue Service.	
<b>4</b>	Accompany HSE or EA inspectors, or Thames Valley Police or Fire and Rescue Service personnel on any incident investigation they may wish to undertake.	
<b>5</b>	Arrange for support to staff from the Occupational Health Service etc. (or in exceptional circumstances, from the University Counselling Service).	
<b>6</b>	Co-ordinate any University incident investigation and report as required.	
<b>7</b>	<b>Post incident:</b> advise on the appropriate method of cleaning and decontamination.	

## APPENDIX 14

<b>SILVER Action Card</b>	<b>Primary: Chief Information Officer</b> <b>Secondary: Deputy Chief Information Officer</b>  <b>Role:</b> To advise the Silver Team on all IT implications of the incident.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Liaise with appropriate Heads of Divisions and Departmental IT sections to help assess impact and provide updates.	
<b>2</b>	Make available IT staff to assist in the speedy resolution of the incident or the mitigation of its adverse effects.	
<b>3</b>	Make available the use of IT enablers in support of a non-IT incident.	
<b>4</b>	Steer the provision of support and advice on information management and/or data loss as necessary.	
<b>5</b>	Help set the strategy to respond to an IT incident and ensure the earliest possible resumption of core activities.	

## APPENDIX 15

<b>SILVER Action Card</b>	<p><b>Primary: Director of Estates</b>  <b>Secondary: Director of Operations</b></p> <p><b>Role:</b> To ensure the Estate is immediately made safe and returned to operational status as quickly and as cost-effectively as possible.</p> <p>To provide timely support to other University Departments requiring the assistance of the Estates Services' skills and resources.</p>	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Assess damage to the physical Estate and use best endeavors to ensure that it is immediately made safe so as not to be a risk to third parties or adjacent properties.	
<b>2</b>	Liaise with all utilities providers immediately to ensure safe terminations (where necessary) and that services remain connected and operational to parts of the physical Estate that are in safe operational condition.	
<b>3</b>	Utilise support from approved contractors that can provide immediate assistance in the event of an incident and that have appropriate public liability insurance.	
<b>4</b>	Manage the process of returning the physical Estate to full service for the benefit of staff and students.	
<b>5</b>	Arrange the provision of alternative accommodation for Departments who cannot access their own buildings.	
<b>6</b>	Provide relevant reports for consideration by Chair of Silver Team.	

## APPENDIX 16

<b>SILVER Action Card</b>	<p><b>Primary: Director of Assurance</b>  <b>Secondary: Head of Risk and Resilience</b></p> <p><b>Role:</b> To advice on any aspects of risk management, compliance, and assurance.</p> <p>To ensure that CISO, DPO, and the Head of Risk and Resilience have been notified.</p>	
Number	Action	Time Completed
1	Advise on risk management, compliance, and assurance.	
2	Provide general advice on Data Protection.	
3	Provide general advice on Information Security.	
4	Provide general advice on Business Continuity.	
5	Ensure CISO, DPO, and Head of Risk and Resilience are aware of the incident.	
6	Advise on impacts on Internal Audits and liaise with PwC.	

## APPENDIX 17

<b>SILVER Action Card</b>	<b>Primary: Head of Risk and Resilience</b> <b>Secondary: Audit and Assurance Manager</b>  <b>Role:</b> Major Incident Management.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Inform the Registrar of potential major incident.	
<b>2</b>	Advise the Registrar on whether to declare a major incident.	
<b>3</b>	Ensure Duty Communications Officer is aware.	
<b>4</b>	Ensure Head of OUSS is aware.	
<b>5</b>	Inform the Director of Assurance.	
<b>6</b>	Inform College representatives, if appropriate.	
<b>7</b>	Identify and prepare room for SILVER meeting.	
<b>8</b>	Facilitate SILVER meeting.	
<b>9</b>	Establish liaison with external agencies as required.	
<b>10</b>	Be prepared to provide emergency power, lighting, and secondary comms.	
<b>11</b>	Ensure a logbook is initiated and maintained.	
<b>12</b>	If required, initiate Kidnap and Ransom assistance.	

## APPENDIX 18

<b>SILVER Action Card</b>	<b>Primary: Head of Security Services</b> <b>Secondary: Deputy Head of Security Services</b>  <b>Role:</b> To coordinate all aspects of the security response to the incident.  To ensure there is effective liaison with the Emergency Services representatives.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Ensure that the initial University MIP procedures have been implemented by the duty Security staff.	
<b>2</b>	Ensure the most appropriate security measures are in place to help protect the University's staff, students and visitors, and buildings and property.	
<b>3</b>	Ensure the relevant University local EAP documentation is made available to the Silver Team.	
<b>4</b>	Appoint a member of the Security Staff to take control of the University's security arrangements at the scene (Bronze - Security).	
<b>5</b>	Attend the Silver Team meetings as required to provide timely and accurate information on the extent of the incident to the Chair and other members of the Silver Team.	
<b>6</b>	Provide appropriate advice on all security matters to the chair and other members of the Silver Team.	
<b>7</b>	Ensure appropriate liaison with the emergency services at the scene of the incident and elsewhere, including managing a controlled handover of responsibility to the University from any emergency services that have been managing an incident.	



## APPENDIX 19

<b>SILVER Action Card</b>	<b>Primary: Private Secretary to the Registrar</b> <b>Secondary: Secretary to the Security Subcommittee</b>  <b>Role:</b> To inform the Senior Leadership Team/Silver Team, and assist the Registrar as required.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	As required, inform Head of Risk and Resilience (07741 762538) and Head of Security Services (OUSS 07748 113246).	
<b>2</b>	Inform Registrar’s Senior Leadership Team/Silver Team as required.	
<b>3</b>	Begin record keeping (to be handed over).	
<b>4</b>	Be prepared to assist the Registrar as required.	

## APPENDIX 20

<b>SILVER</b> <b>Action Card</b>	<b>Primary: Chief Finance Officer</b> <b>Secondary: Deputy Director of Finance</b>  <b>Role:</b> To advise the Silver Team on all financial implications of the incident.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Advise the Chair of the Silver Team on the likely impact of an incident on the financial position and activities of the University.	
<b>2</b>	Enable any short-term cash liquidity requirements and payments.	
<b>3</b>	Manage any immediate insurance aspects.	
<b>4</b>	Advise on the impact of an incident on External Audits and Financial Statements.	

## APPENDIX 21

<b>SILVER</b> <b>Action Card</b>	<b>Primary: Director of Legal Services and General Counsel</b> <b>Secondary: Deputy Director of Legal Services</b>	
	<b>Role:</b> To advise the Silver Team on all legal implications of the incident.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Advise the Chair of the Silver Team on any legal aspects of the incident and its impact.	
<b>2</b>	Make available staff of the Legal Services Office (or external legal advisers, as necessary) to address any legal matters arising during or after the emergency.	
<b>3</b>	Seek external legal advice as necessary.	

## APPENDIX 22

SILVER Action Card	Primary: Relevant Head of Division Secondary: Associate Head of Division	
	Role: To advise the Silver Team on likely impacts upon the Division.	
Number	Action	Time Completed
1	Advise on likely impact upon the Division.	
2	Inform staff and students as required.	
3	Liaison with the Silver Team/Gold Team.	
4	Direct activation of Business Continuity Plan and/or Major Incident Plan for the Division.	

## APPENDIX 23

SILVER Action Card	Primary: Relevant Head of Department Secondary: Deputy Head of Department	
	Role: To advise Silver Team on likely impact upon the Department.	
Number	Action	Time Completed
1	Advise on likely impact upon the Department.	
2	Inform staff and students as required.	
3	Liaison with the Silver Team/Gold Team.	
4	Direct activation of Business Continuity Plan and/or Major Incident Plan for the Department.	

## APPENDIX 24

SILVER Action Card	Primary: Head of Insurance Secondary: Head of Tax and Treasury	
	Role: Advise the Silver Team on all insurance related issues.	
Number	Action	Time Completed
1	Advise the Chair of the Silver Team on any insurance arrangements that are applicable to the incident, as well as the financial impact of these to the University.	
2	Manage any immediate insurance aspects and/or claims.	
3	Manage the potential short-term and long-term risks to the University.	
4	If applicable, initiate Kidnap and Ransom assistance.	

## APPENDIX 25

<b>SILVER Action Card</b>	<b>Primary: Record Keepers</b> <b>Secondary: Head of Risk and Resilience</b>  <b>Role:</b> To maintain the Logbook.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Record all decisions taken, not taken or deferred within the Silver/Gold Team.	
<b>2</b>	Record the rationale given by the decision-maker in each case.	
<b>3</b>	Appropriate quality and completeness to be used, if necessary, in any subsequent enquiry.	
<b>4</b>	Include the documentation of events during the response phase.	
<b>5</b>	Build an accurate timeline.	
<b>6</b>	Record keeper may also be required to follow-up on actions agreed at meetings.	

### RECORD KEEPER LOG BOOK EXAMPLE

Serial	Date/Time Group	To	From	Event	Action	Sign
1	21 0900L MAR 23	Log	Record Keeper	Jane Smith now on duty.		JS
2	21 0930L MAR 23	EA/Registrar	MPLS Div Registrar	Major fire has broken out on the third floor of the Example Building.	Registrar informed at 0935 by CK. Decision taken to declare Major Incident.	JS
3	21 0945L MAR 23	Silver	Registrar	Silver Team activated – Teams meeting to take place at 1030L.	Members called by mobile phone.	JS
4	21 1000L MAR 23	Log	Record Keeper	The following CMF members have responded: AB, CD, EF and GH. The following have not yet responded: KL and MN.		JS
5	21 1030L MAR 23	Log	Record Keeper	Initial CMF meeting on Teams.	Decisions and action as follow: EF to control ongoing incident with OUSS, AB to consider student welfare, CD to consider impact on examinations.	JS
6	21 1200L MAR 23	Log	Record Keeper	Sam Brown now on duty.		SB
7	21 1244L MAR 23	Silver	OUSS Marshal	Fire extinguished. No casualties.	Registrar informed.	SB
8	21 1400L MAR 23	Log	Record Keeper	In-person Silver Meeting held at Wellington Square. Attendance was as follows: AB, CD, GH, KL and MN. (EF still on site at Example Building).	Decisions and action as follow: MN (PAD) to issue cascade, KL to report on insurance.	SB
9	21 1700L MAR 23	Log	Senior Officer	Confirmation of true and accurate record by Anne Jones.		AJ



## APPENDIX 26

<b>SILVER Action Card</b>	<b>Primary: Support Officer to the Silver Team</b>  <b>Role:</b> To coordinate the administrative support to the Silver Team in response to an incident.	
<b>Number</b>	<b>Action</b>	<b>Time Completed</b>
<b>1</b>	Ensure that all relevant documentation is available either electronically or in hard copy.	
<b>2</b>	Source appropriate guidance as necessary.	
<b>3</b>	Draft papers, statements, and reports under the guidance of the Silver Team during the incident.	
<b>4</b>	Ensure that equipment and stationery are available and/or delivered in a timely fashion to the Silver Team's meeting location.	
<b>5</b>	Address the communication needs of the Silver Team (telephones, fax, e-mail etc.).	
<b>6</b>	Ensure that all of the 'house-keeping' needs of the Silver Team are met.	
<b>7</b>	On behalf of Silver, liaise with relevant internal and external bodies.	
<b>8</b>	Keep an accurate record of all expenditure incurred during the incident.	
<b>9</b>	Arrange a de-brief of the incident and the University's response to it and draft a report to inform future planning and responses to incidents.	
<b>10</b>	Maintain a record of the Silver Team's discussions, decisions, and actions.	
<b>11</b>	Provide secretarial support for the Chair of the Silver Team.	

## **APPENDIX 27**

### **Key Telephone Numbers**

\*Appendix not included on general circulation but for Silver Team Members only.





