

# University Major Incident Plan

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**This plan sets out how the University will respond to a serious incident.  
Members of the University Silver Team are provided with a separate pack containing their own Role Card and supporting documentation for reference during an incident response.**

Document owner

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Oct 2025

Next review

April 2026

Sign off by Registry

pp Deputy Chair, Silver Team



Academic Secretary

**In an emergency, or to escalate incidents to the University Silver Team, contact the University Security Control Centre 24/7 on (3)31818 or dial 101 from the internal network**

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## Version control

Version number	Date	Latest changes	(Major) revisions approved by	Date of approval
1.0	April 2025	First version of plan.		
1.1	October 2025	Minor text edits.		

## Storage and distribution

Hard copy	Soft copy	Distribution
Hard copies are stored by the Head of Business Continuity and Security.	A copy of this plan is available with University account authentication on the Governance and Compliance Division’s <a href="#">Incident Management and Business Continuity guidance pages</a>	<ul style="list-style-type: none"> <li>Members of the University Gold and Silver Teams</li> <li>All members of the University community with access via University account authentication</li> </ul>

## 1. Introduction

- 1.1 This Major Incident Plan (MIP) provides a flexible framework to enable the University 1) to manage its response to a major or significant event or disruption to the University and its operations; 2) to maintain business continuity of time critical activities; and 3) to enable an efficient recovery and return to 'business as usual'.
- 1.2 The types of incident that may trigger activation of the plan are those that present a serious or potentially serious risk to the University and local community and to the University's reputation. Events include those that cause or could potentially cause major, significant or widespread disruption to buildings, facilities, utilities, IT services and systems; protests; staffing crises; events having significant reputational impact and incidents causing serious and/or mass casualties. In managing the response, the aim will be to protect the health, safety and welfare of the University and local community, to protect the University's reputation and to protect and safeguard the University's assets.
- 1.3 The MIP forms part of the University's [Incident Management and Business Continuity Policy](#) and complements the [Incident Management and Business Continuity plans](#) (IMBCPs) that are in place at institution level<sup>1</sup> for responding to local incidents. The effectiveness of the response to and recovery from an incident is in large part determined by the effectiveness of central and departmental business continuity planning through risk mitigation and pre-prepared action plans.
- 1.4 In all plans the University adopts the Gold (strategic), Silver (tactical) and Bronze (operational) framework for incident response. This framework is widely recognised across different sectors including the emergency services, local authorities and government agencies and enables a coordinated response. All references to Gold and Silver in this document refer to the University level Gold and Silver teams. References to institutional Gold and Silver teams are labelled as 'local' Gold or Silver teams.
- 1.5 There may be occasions where there is potential for disruption that requires a group to coordinate or plan a response, especially with rising tide events (an event or situation with a lead-in time of days, week or months). In these circumstances 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 different members to an incident team to manage the situation under business as usual, using elements of this plan as helpful.

## 2. Response phases

- 2.1 The response to an incident managed under the MIP will broadly follow these phases:

### Phase 1: Initial analysis and response

- establishing the nature and scale of an incident
- informing the Chairs of University Gold and Silver (or deputies)
- activating the MIP
- gathering information and sharing it with relevant parties

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<sup>1</sup> 'Institution' in this context refers to Departments, Faculties (not organised in departments), Non-School Institutions and UAS Divisions.

- establishing control by assigning responsibilities and setting clear and recorded aims and actions

#### Phase 2: Containment

- preventing the situation from deteriorating further
- arranging welfare support for those affected, including the responders
- coordinating external and internal communications
- liaising and coordinating with the emergency services and/or other relevant parties
- considering potential recovery solutions

#### Phase 3: Resolution and recovery

- recovering the situation to normal or 'new normal'
- maintaining communications with all relevant parties
- maintaining welfare support to students and staff
- debriefing relevant parties
- identifying lessons learnt and updating plans as required.

### 3. Activating the Major Incident Plan

- 3.1 The Chair of the University Silver Team<sup>2</sup> is usually notified of an incident directly by an institution or via the University Security Control Centre and will notify the Chair of Gold as appropriate (immediately in the event of a crisis situation). The full escalation process is illustrated in the flowchart provided in [Annex A](#).
- 3.2 The Chair of the University Silver Team will determine on the basis of the information received and using the tools provided in [Annex B](#) whether to declare an incident that requires activation of the MIP. Only the Chair of Silver is authorised to activate the MIP and convene the University Silver Team. Information may be shared between Silver Team members as early warning of a potential incident or members may be put on standby prior to formal convening of the team. If the situation is uncertain, the team will be mobilised and then stood down if not required, as this is better than mobilising too late or not at all.
- 3.3 Not all teams need to be activated simultaneously. Activation may start with Bronze, escalate to Silver and then on to Gold. Alternatively, activation may begin with the Gold team and cascade down to the Silver and Bronze teams. Depending on the nature of the incident, the Gold team may not meet at all. However, the Chair of Silver will maintain contact with the Chair of Gold during any incident.
- 3.4 Incidents are categorised as Major, Significant or Minor. The following table describes each category together with example scenarios and the likely University teams involved in the response. Every situation is different so this table is a guide only. The most serious incident is categorised as 'major' in line with labelling used by the emergency services for their most serious incidents.<sup>3</sup>

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<sup>2</sup> This and all further references to Silver Chair should be taken to include 'or their deputy'.

<sup>3</sup> Note that a major incident in this plan is not equivalent to a major incident in the University's Cyber Security Incident Management Plan (CIMP); the CIMP categorises the most serious cyber incidents as 'critical' and incidents a level below as 'major'.

Incident category	Example scenarios (these may escalate or de-escalate between categories)	Teams
<p><b>Major (a crisis)</b></p> <p>Incidents that cause substantial disruption to University operations including potential for harm/loss of life and serious and sustained damage to critical infrastructure.</p>	<ul style="list-style-type: none"> <li>- critical cyber incident</li> <li>- marauding attacker</li> <li>- terrorist threat</li> <li>- significant environmental issue</li> <li>- mass casualty event</li> </ul>	<ul style="list-style-type: none"> <li>• University Gold</li> <li>• University Silver</li> <li>• Bronze</li> </ul>
<p><b>Significant</b></p> <p>Incidents with the potential to cause/have caused disruption to normal operations — and the incidence of injuries or damage to infrastructure is likely or has occurred.</p>	<ul style="list-style-type: none"> <li>- sustained loss of IT/comms</li> <li>- weapons possession</li> <li>- bomb threat</li> <li>- protests/occupations</li> <li>- release of hazardous materials</li> <li>- communicable disease outbreak</li> <li>- fire, flood</li> <li>- asbestos</li> <li>- building closure</li> <li>- sustained loss of utilities (e.g. power outage)</li> <li>- data breach</li> <li>- reputational incident</li> <li>- widespread industrial action</li> <li>- serious transport accident</li> </ul>	<ul style="list-style-type: none"> <li>• University Gold on standby</li> <li>• University Silver</li> <li>• Bronze</li> <li>• Local Gold /Silver/Bronze</li> </ul>
<p><b>Minor</b></p> <p>Routine incidents that can typically be handled locally (security, facilities, IT, etc.) and for which there is no immediate threat to life safety or long-term loss of critical infrastructure.</p>	<ul style="list-style-type: none"> <li>- widespread spam email circulation</li> <li>- flood in building</li> </ul>	<ul style="list-style-type: none"> <li>• Local Gold/Silver on standby</li> <li>• Local Bronze</li> </ul>

#### 4. University Gold Team

4.1 The role of the University Gold Team is to set the strategy to respond to the incident and ensure the earliest possible resumption of core activities; manage reputational issues; prioritise high-level activity; maintain financial control and major resource allocation and act as spokespersons (or authorise a spokesperson), if requested by the Director of Communications. It is NOT the role of Gold to get involved in the tactical response – that is the role of the University Silver Team.

- 4.2 The membership of the University Gold Team is:
- the Vice-Chancellor (Chair of Gold Team)
  - a Senior Pro-Vice-Chancellor (deputy Chair of Gold)
  - the Director of Communications
  - the Registry (representing the University Silver Team)
  - the Chair of the Colleges' Committee

Depending on the nature of the emergency the Gold Team could be expanded to include other members of the collegiate University as required.

4.3 Each member has a nominated deputy in case of unavailability or to share the responsibility during an extended incident. Out of hours contact numbers are maintained in a secure document shared

with all members. All members and deputies are responsible for ensuring that their contact details are up to date. A role card for members of the University Gold Team is provided in [Annex B](#).

4.4 The Gold Team is supported by the Head of the Vice-Chancellor's Office. Decisions and actions are recorded in an incident log.

4.5 The Gold Team will meet virtually unless the Chair of the Gold Team determines otherwise.

## 5. University Silver Team

5.1 The role of the University Silver Team is to:

- coordinate the tactical response to the incident;
- liaise with the University Gold Team;
- achieve any strategic objectives set by Gold and ensure the earliest possible resumption of core activities;
- provide ongoing assessment of the scale, duration and impact of the incident;
- establish priorities, using a dynamic risk assessment;
- allocate resources;
- manage the bronze teams (according to usual jurisdictions);
- coordinate internal and external communications;
- liaise with emergency services and other external agencies;
- alert legal advisors and insurers;
- activate business continuity plans;
- manage the return to normality or handover either to an incident recovery group or the affected institution to manage the return to normality through their IMBCP.

5.2 The membership of the University Silver Team comprises:

- Chair and representative on University Gold (the Registry)
- External Affairs Advisor
- Internal Communications Advisor
- Estates Advisor
- Human Resources Advisor
- Health and Safety Advisor
- Information Services Advisor
- Security Advisor
- Legal Advisor (the Director of Legal Services is Deputy Chair<sup>4</sup>)
- Governance and Compliance Advisor
- Academic Division Advisor (the Academic Secretary is Deputy Chair)
- Education Services Advisor
- Research Office Advisor
- Strategic Partnerships Advisor
- Finance Advisor
- Public facing Non-School Institutions Advisor
- Head of Business Continuity or other University Silver Team Support Officer

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<sup>4</sup> If the Director of Legal Services acts as Chair of the University Silver Team, a deputy will step in as Legal Advisor on the team.

A School Secretary (or their designated senior officer) will join the Silver Team as relevant to the incident. College representatives are also identified to join the team for incidents that impact the Colleges.

Depending on the nature of the incident the University Silver Team could be expanded to include other members of the collegiate University or external advisors, as required.

- 5.3 Each member has at least one deputy in case of unavailability or to share the responsibility during an extended incident. Out of hours contact numbers are maintained in a secure document shared with all members. All members and deputies are responsible for ensuring that their contact details are up to date.
- 5.4 The University Silver Team is supported by a trained pool of Support Officers (drawn from Professional Services staff). The Support Officers work in pairs with one officer facilitating the meeting and the other taking the incident log.
- 5.5 Decisions and actions are recorded in the University Silver Team incident log (see [Annex B](#)). The log will be started at the outset of an incident meeting and must accurately record events, information, decisions and rationale behind decisions. In the event of a public enquiry or audit following a significant incident, the log is essential evidence for the justification of decisions made.
- 5.6 All members of the University Silver Team will normally be convened in the first instance to ensure that reports are received from each operational area and that nothing is missed. Once the nature of the emergency is established and all reports have been received, the Chair will stand down members who are deemed no longer needed. However in circumstances where the extent of the operational impact of the incident is clear, a sub-set of relevant members of the Silver Team may be convened at the outset.
- 5.7 Specific role descriptions for members of the University Silver Team are provided in [Annex B](#). Each member of the Silver Team will progress actions at the direction of the Chair of University Silver through their usual teams.
- 5.8 The University Silver Team will meet virtually unless the Chair determines otherwise. Meetings in person will be based at the designated Incident Management Room (IMR) unless the Chair confirms an alternative venue.

## **6. Bronze team**

- 6.1 The Bronze Team is not a pre-specified team as it will mainly comprise those members of staff who are responsible for managing the operational response 'on the ground' (often the 'Initial Responders'<sup>5</sup>) and will differ depending on the nature of the incident. For example, in a cyber incident the Bronze team will comprise information services staff and in a building-related incident it will comprise estates or facilities staff. University Silver Team members for the relevant operational area will appoint and liaise with the Bronze Team initially and the University Silver Team will provide direction to the Bronze Team in line with University Silver's tactical plan.

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<sup>5</sup> As defined in the Incident Management and Business Continuity Policy, 'Initial Responders' refers to the staff responsible for managing the initial incident response.

6.2 The Bronze team will provide regular situation reports to the University Silver Team. Further tasks may include:

- assessing the scale, duration, and impact of the incident;
- establishing liaison with the emergency services;
- coordinating the evacuation of buildings;
- establishing a cordon and access control.

Bronze team members may use the tools provided in [Annex B](#) to support the above actions, including the Fast Time Actions and M/ETHANE reporting protocol.

6.3 The University will also make best use of its academic capability wherever possible through the involvement of advisory groups appropriate to the incident, for example the University's Communicable Diseases Sub-Committee in the event of the outbreak of a transmissible disease.

## **7. Deactivating the Major Incident Plan**

7.1 Once the incident response has been completed, the MIP will be deactivated and response teams stood down by the University Silver Team Chair. For long-running incidents, the University Silver Team may remain on stand-by for longer. The recovery and implementation of business continuity plans may continue beyond this point.

7.2 The decision to stand down teams rests with the University Silver Team Chair but should be based on the following criteria:

- the situation has been fully resolved or is reasonably stable;
- the pace of change of the situation has slowed to a point where few decisions are required;
- the appropriate response and recovery activity is well underway and business continuity plans are progressing to schedule;
- where recovery is long-term, a recovery team has been established and activated;
- affected activities have been resumed although perhaps at a lower level than normal;
- the degree of risk to the University has lessened to an acceptable point;
- immediate legal and regulatory responsibilities have been fulfilled.

All actions taken as part of standing down should be recorded in the incident log.

7.3 Students and staff who have been involved in a serious incident may need support during or following a long-running incident. A Bronze team should be identified by the University Silver Team to take responsibility for this.

## **8. Debriefing and lessons learnt**

8.1 At the conclusion of an incident for which University Silver is convened, the Head of Business Continuity (or other designate) will arrange a debrief. This process will take place within two weeks, if possible, of the incident 'stand down'. The debrief may take the form of a returnable survey of questions or a debrief meeting as appropriate to the incident. The Head of Business Continuity will coordinate a report on the incident for the University Silver Team (and more widely as appropriate), incorporating any issues identified by the debriefing process together with an action plan to address the issues raised. Lessons will be identified from the onset of the incident response and should be used to update and improve plans.

## 9. Related plans and guidance

- 9.1 The University Silver Team uses a range of supporting documentation and guidance. These include role specific action cards, operational documentation and protocols (see [Annex B](#)).
- 9.2 The Major Incident Communications Plan is a separate but key component of the MIP. It is designed to guide the University's communications response to an incident and sets out roles and responsibilities, how decisions are made and courses of action. The Major Incident Communications Plan is maintained and activated by the Office for External Affairs and Communications.
- 9.3 Contingency plans are in place (for example for degree congregation ceremonies) or will be developed as required for specific scenarios.
- 9.4 Guidance is available on managing the death of a member of the University's workforce. This can be requested from the Lead HR Business Partner that supports the relevant institution. Separate guidance is available on the [death of a student](#) and '[Near Miss](#)' incidents.

## 10. Training and exercising

- 10.1 Training on the MIP is provided to new members and refresher training to existing members.
- 10.2 In accordance with the Incident Management and Business Continuity policy, the MIP must be exercised at least annually (real incidents count towards this annual exercise). A debrief must be held after each exercise to summarise lessons learnt and an action plan put in place. Exercises may range from desktop exercises to coordinated events involving external agencies.

## 11. Roles and responsibilities of external organisations

- 11.1 Depending on the nature of the incident, external organisations such as the emergency services, local authorities and government agencies may be involved in, coordinate or lead the response.
- 11.2 In the event of a multi-agency response, emergency services will employ the [Joint Emergency Service Interoperability Programme \(JESIP\)](#) principles and models and it is therefore important to be familiar with these (see Annex C).

## 12. Other University incident response teams

- 12.1 For certain types of incident the University has specialist response arrangements in place:
  - the University's [Cyber Security Incident Management Plan](#) sets out how the University will manage a critical cyber security incident by convening a Critical Incident Management Team chaired by the Chair of the University Silver Team and drawing membership from Silver and UIS specialist teams;
  - the University's Travel Incident Management Plan outlines how the University will respond to an incident involving members of staff and/or students while working away from University premises. A Travel Incident Management Team comprising members of the Health, Safety and Regulated Facilities Division and other relevant University colleagues will be convened as required to manage an incident and will report to the University Silver Team;

- the International Response Taskforce reporting to the International Strategy Committee coordinates institutional response to international crises, focusing on reputational and community impact.

Contact details for the above groups are provided in Annex D.

12.2 The Communicable Diseases Helpdesk (formerly the Covid Helpdesk) is available for responding to queries about communicable disease. Contact details are provided in Annex D.

### **13. Annexes**

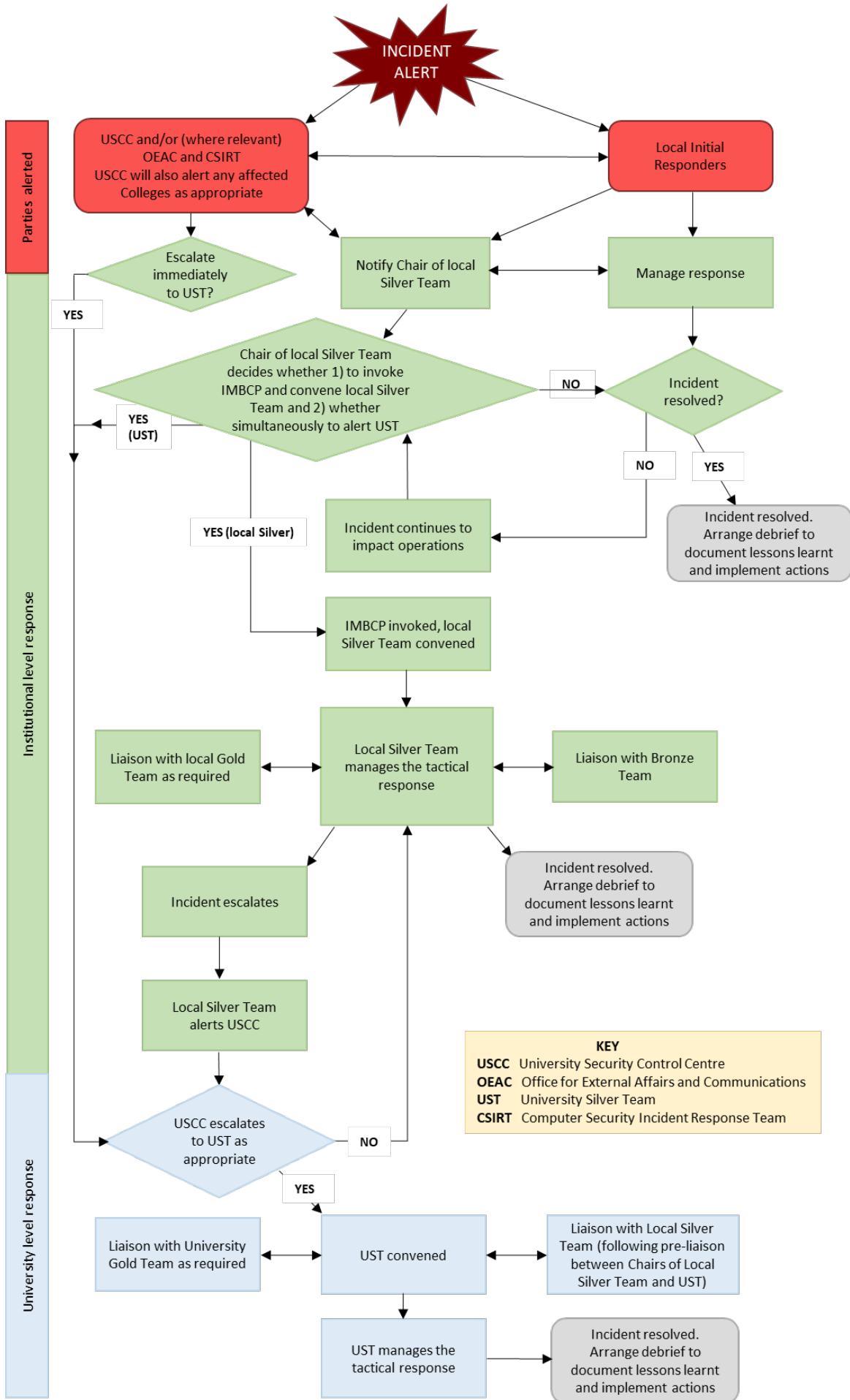
13.1 The following annexes to this MIP provide key information to support an incident response:

- [Annex A Incident escalation flowchart](#)
- [Annex B Incident response support tools and documentation](#)
- [Annex C JESIP Principles and models](#)
- [Annex D Useful contacts](#)

### **14. Useful links**

- [Incident Management and Business Continuity planning online guidance](#)
- [University Risk Management Policy](#)
- [University Health and Safety Policy](#)
- [University Insurance Guidance](#)
- Contact [businesscontinuity@admin.cam.ac.uk](mailto:businesscontinuity@admin.cam.ac.uk) for further information about the MIP.

**Annex A Incident escalation flowchart**



## Annex B Incident response tools and documentation

Some documents are specific (and only available) to the University Silver Team (UST) and others are for general use.

### Role specific cards and contacts

- [Role cards](#) list key responsibilities for members of the University Gold and Silver Teams
- **Contact list** contains all members' out of hours contact numbers and other key contacts (UST only)

### Operational documents

- [Fast Time Actions](#) for immediate questions to ask and actions to take following an incident alert
- [Standard agenda](#) for UST meetings
- [Generic incident checklist](#) to assist with review of key information
- [Impact assessment](#) a tool for quick assessment of the impact of an incident
- [Dynamic risk register](#) building on the impact assessment, a tool to identify and assess the key risks likely to arise from the incident and agree actions
- [Incident log](#) a document to log key information, decisions and actions
- [Debrief and lessons learnt checklist](#) for post incident review
- **Scenario checklists** sets of questions and actions to consider for specific types of incident (UST only)

### Protocols

- [General responsibilities and code of conduct](#) for attendance and conduct in meetings
- [Call out protocol](#) flow-chart of how the UST will be convened following an incident alert
- [Communication channels](#) lists the communication tools for different circumstances depending on the nature of the incident and availability of tools (UST only)

### Incident Management Room

- [IMR](#) details of the Incident Management Room (UST only)
- [Incident response equipment](#) for use in the physical Incident Management Room (UST only)

## **UNIVERSITY GOLD AND SILVER TEAM ROLE CARDS**

The Role Cards list the key responsibilities of each member of the University Gold and Silver Team (UST) during an incident. Current role holders are listed on each card.

University Gold Team Role Card	
<b>Role holder</b>	Vice-Chancellor (Chair)
<b>Deputy</b>	Senior PVC
<b>Other members</b>	Senior PVC Director of Communications Registrary (Chair of Silver) Other members of the collegiate University as required according to the nature of the incident.
<b>Role purpose</b>	Set the strategy to respond to the incident and ensure the earliest possible resumption of core activities.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Chair Gold Team meetings and ensure membership is appropriate.</li> <li>• Receive brief from Chair of Silver Team and raise any points regarding the approach being taken, any assumptions made and any alternative ways of managing the response.</li> <li>• Manage reputational issues.</li> <li>• Prioritise high-level activity.</li> <li>• Maintain financial control and major resource allocation.</li> <li>• Act as spokesperson (or authorise a spokesperson), if requested by the Director of Communications</li> <li>• Receive advice from other members of Gold Team on points above.</li> </ul>	

### UST Role Card – Chair of the University Silver Team

<b>Role holder</b>	Registry
<b>Deputy</b>	1) Academic Secretary 2) Director of Legal Services
<b>Role purpose</b>	Manage and coordinate the tactical response to the incident in line with the strategy set by the University Gold Team. Ensure the earliest possible resumption of core activities of the University.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Assess the early information using Fast Time Actions headers below, identify the incident as a major or significant incident, mobilise Silver and brief Gold.</li> <li>• Chair Silver Team meetings using UST agenda and ensure membership is appropriate.</li> <li>• Review the available information and intelligence and assess the impact on the University using the impact assessment and dynamic risk assessment tools as appropriate.</li> <li>• Focus the discussion within relevant parameters and ensure accurate assessment of opinion.</li> <li>• Develop tactics and allocate actions to deal with the incident, the recovery operation and business continuity of core activity.</li> <li>• Ensure that effective lines of communication are in place both internally and externally.</li> <li>• Ensure that a communications strategy is produced (where appropriate, ensure it is co-ordinated with the Emergency Services media strategy).</li> <li>• Identify access to emergency expenditure if required.</li> <li>• Ensure audit trails are in place and set the agenda for future meetings.</li> <li>• Report to Gold on significant developments and progress in implementing any strategy set by Gold at an agreed frequency.</li> <li>• Keep legal advisors, insurers and loss adjusters updated.</li> <li>• Manage the return to normality or handover to the affected institution to manage the return to normality through their local Incident Management and Business Continuity processes.</li> <li>• Where necessary ensure liaison with local authorities.</li> <li>• When appropriate stand down Silver and monitor the longer-term return to normality.</li> <li>• Ensure through the Silver Support Officer that a debrief takes place and that lessons learnt during the incident are captured and acted on.</li> </ul>	

### FAST TIME ACTIONS

Is this an emergency for the University as a whole? E.g. does it have the potential to do any of the following (and require an immediate response to prevent escalation):

1. present a material risk to students, employees, residents, visitors or members of the local community (e.g. fire, flood)?
2. create a serious environmental hazard (e.g. accidental release of radioactive, biological or chemical waste)?
3. result in enforcement action or litigation (e.g. significant RIDDOR accident resulting in the death of the injured person)?
4. significantly disrupt academic business continuity and integrity (e.g. cyber-attack resulting in release of personal data)?
5. damage the reputation of the University (e.g. a serious data breach)?

**UST Role Card – External Communications Advisor**

<b>Role holder</b>	Head of External Affairs
<b>Deputy</b>	Head of Media
<b>Role purpose</b>	Develop and implement an external communications plan to support the work of the University Silver Team and achieve the strategy set by University Gold.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"><li>• Coordinate all external communications relating to the incident through social media and other communication channels in consultation with Silver and the emergency services (where applicable).</li><li>• Anticipate and respond as appropriate to external enquiries and social media attitudes, informing the Silver Team of as necessary.</li><li>• Advise Silver Team on statements and methods for handling external communications.</li><li>• Organise the appointment of a senior University spokesperson for any media appearances.</li></ul>	

**UST Role Card – Internal Communications Advisor**

<b>Role holder</b>	Head of Internal Communications
<b>Deputies</b>	Internal Communications Manager Internal Communications Manager
<b>Role purpose</b>	Develop and implement an internal communications plan to support the work of the University Silver Team.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"><li>• Liaise with the Chair and other members of the Silver Team and the Colleges to ascertain what information needs to be passed to members of the University (both staff and students).</li><li>• Advise Silver on the proposed tone, timing and mode of internal communications as required for different audiences.</li><li>• Monitor and advise Silver on feedback received from staff or students in response to ongoing communications.</li></ul>	

<b>UST Role Card – Estates Advisor</b>	
<b>Role holder</b>	Director of Estates
<b>Deputies</b>	Director of Estates Operations Head of Workplace Services
<b>Role purpose</b>	Ensure the Estate is immediately made safe and returned to operational status as fast and cost-effectively as possible.  Provide timely support to institutions requiring the assistance of the Estates Division’s skills and resources.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Assess damage to the physical Estate and use best endeavours to ensure that it is immediately made safe so as not to be a risk to third parties or adjacent properties.</li> <li>• Liaise with all utilities providers to immediately ensure safe terminations (where necessary) and that services remain connected and operational to parts of the physical Estate that are in safe operational condition.</li> <li>• Utilise support from approved contractors which can provide immediate assistance in the event of an emergency and which have appropriate public liability insurance.</li> <li>• Manage the process of returning the physical Estate to full service for the benefit of staff and students.</li> <li>• Liaise with institutions and, where appropriate, the University communication teams, to ensure key stakeholders are kept informed and to coordinate any other Estates Division support required to restore building services and mitigate risks.</li> <li>• Arrange the provision of alternative accommodation for institutions who cannot access their own buildings.</li> <li>• Provide relevant reports for consideration by the Chair of the University Silver Team.</li> </ul>	

<b>UST Role Card – Human Resources Advisor</b>	
<b>Role holder</b>	Director of Human Resources
<b>Deputies</b>	Assistant Directors of Human Resources
<b>Role purpose</b>	Advise University Silver Team on all Human Resources implications of the incident.  Identify staff with appropriate skills in sufficient numbers to help respond to the incident.  Ensure provision of health and welfare services to staff and students affected by the incident or responding to it.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Advise on staff terms and conditions and employment law.</li> <li>• Access employee records.</li> <li>• Manage industrial relations, including briefing trades unions, where appropriate.</li> <li>• Development and publication of training packages for staff.</li> <li>• Facilitating contacts with friends and families of staff affected by an emergency.</li> <li>• Advise on disciplinary issues.</li> <li>• Access additional staff and staff with specialist skills.</li> </ul>	

<b>UST Role Card – Health and Safety Advisor</b>	
<b>Role holder</b>	Director of Health, Safety and Regulated Facilities
<b>Deputies</b>	UBS Operations Director Head of Helpdesk Operations
<b>Role purpose</b>	Ensure that there is effective liaison and communication on health and safety issues relating to the incident and that the response minimises the risk of further exposure to staff, students, contractors, members of the public and members of the Emergency Services.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Liaise as required with other emergency services personnel and specialist advisors of the University, Fire Safety Unit, Radiation Protection Officer, Chemical Safety Officer and Biological Safety Officer.</li> <li>• Liaise as required with any relevant departmental safety officer, administrator and Head of Department.</li> <li>• Arrange for support to staff and students from the University Counselling Services and/or Occupational Health Service where needed.</li> <li>• Co-ordinate the University’s response to Health and Safety Executive (HSE).</li> <li>• Accompany the HSE Inspectorate on any incident investigation they may wish to undertake.</li> <li>• Co-ordinate any University incident investigation and report as required.</li> <li>• Post incident: advise on the appropriate method of cleaning and decontamination.</li> </ul>	

<b>UST Role Card – Information Services Advisor</b>	
<b>Role holder</b>	Deputy Director of University Information Services (UIS)
<b>Deputies</b>	Director of UIS Head of Business Systems and Services
<b>Role purpose</b>	Advise University Silver Team on all information services implications of the incident.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Liaise with appropriate Heads of UIS Divisions and Departmental information services sections to help assess impact and provide updates.</li> <li>• Make available staff of the UIS to assist in the speedy resolution of the incident or the mitigation of its adverse effects.</li> <li>• Advise on use of IT enablers in support of a non-information services incident.</li> <li>• Steer the provision of support and advice on information management and/or data loss as necessary.</li> <li>• Help set the strategy to respond to an information services incident and ensure the earliest possible resumption of core activities.</li> </ul>	

<b>UST Role Card – Security Advisor</b>	
<b>Role holder</b>	Head of Security
<b>Deputies</b>	Deputy Security Operations Manager Security Office Administrator
<b>Role purpose</b>	Co-ordinate all aspects of the security response to the incident. Ensure there is effective liaison with any Emergency Services representatives.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Ensure that the initial University Major Incident Plan procedures have been implemented by the duty Security staff.</li> <li>• Ensure the most appropriate security measures are in place to help protect the University’s staff, students and visitors, buildings and property.</li> <li>• Appoint a senior member of the Security Staff to take control of the University’s security arrangements at the scene (Bronze, Security).</li> <li>• Provide timely and accurate information on the extent of the incident to the Chair and other members of the Silver Team.</li> <li>• Provide appropriate advice on all security matters to the Chair and other members of the University Silver Team.</li> <li>• 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.</li> </ul>	

<b>UST Role Card – Legal Advisor</b>	
<b>Role holder</b>	Director of Legal Services Division
<b>Deputies</b>	Deputy Director, Legal Services Division Solicitor, Legal Services Division
<b>Role purpose</b>	Advise University Silver Team on all legal implications of the incident.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Advise the Chair of the University Silver Team on any legal aspects of the situation and its impact.</li> <li>• Make available staff of the Legal Services Division (or external legal advisors, as necessary) to address any legal matters arising during or after the incident.</li> </ul>	

<b>UST Role Card – Governance and Compliance Advisor</b>	
<b>Role holder</b>	Director of Governance and Compliance Division
<b>Deputies</b>	University Draftsman Head of Assurance, Governance and Compliance Division
<b>Role purpose</b>	Advise the University Silver Team on all governance and regulatory, data and information compliance implications of the incident.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>• Advise the Chair of the University Silver Team on any aspects of the situation and its impact on matters of University governance and regulatory, data and information compliance.</li> <li>• Make available staff of the Governance and Compliance Division to address any governance and regulatory, data and information compliance matters arising during or after the incident.</li> </ul>	

<b>UST Role Card – Academic Division Advisor</b>	
<b>Role holder</b>	Academic Secretary Head of Education Services Director of Research Office Director of Strategic Partnerships Office
<b>Deputies</b>	Designated senior managers for each Head above
<b>Role purpose</b>	Advise University Silver Team in relation to the University activities for which the Academic Division is administratively responsible and in particular activities relating to student and teaching, research strategy and operations and strategic partnerships.
<b>Main responsibilities</b>	
<p>Academic Secretary</p> <ul style="list-style-type: none"> <li>Advise the Chair of the University Silver Team on the likely impact of any emergency on the academic activities of the University.</li> <li>Make available staff of the Academic Division to assist in the speedy resolution of the incident or the mitigation of its adverse effects.</li> </ul> <p>Head of Education Services</p> <ul style="list-style-type: none"> <li>Advise the Chair of the University Silver Team on issues affecting student welfare and liaise with Colleges, institutions and other central offices to provide support to students affected by any incident.</li> <li>Advise the Chair of the University Silver Team on issues affecting student operations and provide support to mitigate the impact of any incident on these activities.</li> <li>Access student records as required.</li> <li>Access additional staff and staff with specialist skills as required.</li> </ul> <p>Director of Research Office</p> <ul style="list-style-type: none"> <li>Advise the Chair of the Silver Team on issues affecting research operations and relationships with research funders and provide support to mitigate the impact of any incident on these activities.</li> </ul> <p>Director of Strategic Partnerships</p> <ul style="list-style-type: none"> <li>Advise the Chair of the Silver Team on issues affecting national or international engagement and partnerships with the University and provide support to mitigate the impact of any incident on these activities.</li> <li>Advise the Chair of the Silver Team on any activity of the University's International Response Taskforce in relation to the incident and relevant international crises.</li> </ul>	

<b>UST Role Card – Finance Advisor</b>	
<b>Role holder</b>	Interim Director of Finance
<b>Deputy</b>	Head of Director's Office Head of Group Treasury
<b>Role purpose</b>	Advise University Silver Team on all financial implications of the incident.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>Advise the Chair of the University Silver Team on the likely impact of any incident on the financial operations of the University.</li> <li>Make available staff of the Finance Division to assist in the speedy resolution of the incident or the mitigation of its adverse effects.</li> <li>Enable any short-term cash liquidity requirements and payments.</li> <li>Manage any immediate insurance aspects.</li> <li>Arrange briefings for key financial contacts/institutions as appropriate.</li> </ul>	

<b>UST Role Card – Non-School Institutions Advisor</b>	
<b>Role holder</b>	Chief Operations Officer, University Library
<b>Deputy</b>	Deputy Director of Sport
<b>Role purpose</b>	Advise the University Silver Team on the impact of the incident on the Non-School Institutions.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>Advise the Chair of the University Silver Team on any aspects of the situation and its impact on operations within the University Library, Fitzwilliam Museum, Sports Centre, CUDAR, ICE, Kettle’s Yard and ADC Theatre.</li> </ul>	

<b>UST Role Card – Colleges Advisor</b>	
<b>Role holder</b>	Chair of Colleges’ Bursars’ Committee
<b>Deputy</b>	Chair of Colleges’ Senior Tutors’ Committee
<b>Role purpose</b>	Advise University Silver Team on the implications of an incident on Colleges and ensure effective liaison with Colleges as needed.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>Advise on the impacts (or potential impacts) of an incident on Colleges.</li> <li>Coordinate sharing of information between the University Silver Team and Colleges (usually via the Office of Intercollegiate Services).</li> <li>Facilitate liaison with key contacts in the Colleges as required.</li> </ul>	

<b>UST Role Card – Support Officer</b>	
<b>Role holder</b>	Head of Business Continuity
<b>Deputy</b>	Member of UST Support Team
<b>Role purpose</b>	Coordinate the support of the University Silver Team in response to an incident and record decisions made and actions agreed by the Silver Team.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>Maintain a record of discussions, decisions and actions.</li> <li>Ensure that all relevant documentation is available either electronically or in hard copy.</li> <li>Source appropriate guidance as necessary.</li> <li>Maintain a dynamic risk register as required.</li> <li>Set up virtual meetings and ensure that the Incident Management Room is appropriately equipped for any in-person meetings.</li> <li>Provide other support for the Chair of the Silver Team or its members as required.</li> <li>Keep an accurate record of any expenditure incurred during the incident.</li> <li>Arrange a debrief of the incident and the University response to it and draft a lessons learnt report to inform future planning and responses to incidents.</li> <li>Ensure the University’s Major Incident Plan and any relevant institutional plans are made available to the University Silver Team.</li> </ul>	

<b>UST Role Card – School Advisor</b>	
<b>Role holder</b>	Secretary of affected School (if more than one School affected, representative of all Schools)
<b>Deputy</b>	Designated senior officer from within affected School
<b>Role purpose</b>	Advise the University Silver Team on the impact of the incident on Schools.
<b>Main responsibilities</b>	
<ul style="list-style-type: none"> <li>Advise the Chair of the University Silver Team on the impact of the incident on operations within the affected School(s), local response activity and feedback from School communities.</li> </ul>	

## FAST TIME ACTIONS

Is this an emergency for the institution as a whole? E.g. does it have the potential to do any of the following (and require an immediate response to prevent escalation):

1. present a material risk to students, employees, residents, visitors or members of the local community (e.g. fire, flood)?
2. create a serious environmental hazard (e.g. accidental release of radioactive, biological or chemical waste)?
3. result in enforcement action or litigation (e.g. significant RIDDOR accident resulting in the death of the injured person)?
4. significantly disrupt academic business continuity and integrity (e.g. cyber-attack resulting in release of personal data)?
5. damage the reputation of the University (e.g. a serious data breach)?

**If YES to 1, 2 or 3** go to Box 1 then Box 2.

**If YES to 4 or 5** go straight to Box 2

**If NO:** relevant team(s) to continue managing through normal response.

- How frequently do you require updates?
- Does anyone else need informing at this stage (e.g. Gold, any Silver members)?

### BOX 1

- Have staff/students and the area been made safe? E.g. by evacuation/lockdown?
- Are there any casualties? If so, are they receiving care/treatment?
- Where necessary has a temporary area been designated to provide shelter/welfare?
- Where necessary have the emergency services been contacted?
- Has Security been informed and are they on site?
- Have co-occupants/neighbours been informed?
- Have relevant central teams been informed, e.g. Insurance, Health and Safety, Office of External Affairs and Communications (OEAC), School Office?
- Have regulatory bodies been informed where necessary, e.g. HSE, Environment agency?
- Have staff been reminded not to make any comments about the incident to the media? All media enquiries must be directed to OEAC.
- Has a status update been agreed with OEAC and sent to those affected by the incident?

### BOX 2

- Declare it as an emergency and activate the Incident Management and Business Continuity Plan (IMBCP) below
- Alert members of Silver Team with brief details and instructions on when and how to meet
- Co-opt any extra members required for the nature of the incident
- Alert Gold
- Gather and share information to facilitate decision-making and ensure a proportionate response (i.e. scale/severity - duration and impact).
- Determine which of your critical activities are likely to be affected by the incident (refer to your Business Impact Analysis and Business Continuity Plans)
- Conduct initial (verbal) risk assessment based on what you know
- Set initial strategy to respond to incident
- Establish contact with Bronze team and
  - inform them of your initial strategy
  - that you are activating the IMBCP
  - what else you need to know as a matter of urgency
- Confirm contact made with relevant external agencies (e.g. City Council, emergency services)
- Check impact on co-occupants of any building affected and close neighbours (including Colleges)
- Does the University Silver Team need to be alerted, so they can consider activating the University Incident Management Plan? If so, contact the University Security Control Centre on (3)31818 or dial 101 from the internal network

*Add any additional Fast Time Actions appropriate to the institution*

## UNIVERSITY SILVER TEAM MEETING

### STANDARD AGENDA

*(include breaks between items as needed)*

1. Opening remarks from Chair
  - *declare reason for activation of plan at first meeting*
  - confirm attendees (including incident location person if relevant)
  - ensure new members are briefed
  - provide situation report based on generic incident/relevant scenario checklist
2. Review actions set at last meeting
3. Invite situation reports from:
  - Communications
  - Information Services
  - Estates
  - Human Resources
  - Health and Safety
  - Security
  - Education Services
  - Finance
  - Research Operations
  - Legal Services
  - Governance and Compliance
  - Strategic Partnerships
  - Non-School Institutions
  - Colleges
4. Invite reports from any sub-groups
5. Review risks and issues
6. Set priorities (e.g. welfare and safety of those affected, security, liaison with emergency services, briefing and resources for staff on ground)
7. Set actions in line with priorities (identifying any assumptions and disconfirming evidence)
8. Review communications (incoming/staff/students/external/regulators)
9. Review business continuity issues
10. *Establish any subgroups (e.g. communications or external stakeholders) at first (or early) meeting*
11. Consider welfare and resilience of those involved including Silver Team
12. Summarise actions and confirm understanding
13. Agree update to University Gold Team
14. Any other business
  - review participation
  - date and time of next meeting

## GENERIC INCIDENT CHECKLIST

### Incident information – details known so far

1. What has happened?
2. Why did it happen?
3. When did it happen?
4. Where did this occur?
5. Who is involved?

If the incident is only potential at this stage, ask similar questions e.g. what is expected to happen?

### Ongoing efforts at the event location

1. What is being done?
2. What can be done?
3. What is planned over the next few hours/days/weeks?

### Impact

1. Which departments/divisions are affected?
2. What key activities are affected (e.g. teaching, assessment, research, support services)?
3. What is the potential for ongoing disruption?
4. How does this affect other parts of the University?
5. What are the reputational implications of the event?
6. What are the financial implications of the event?

### Communications

Distinguish clearly between incident communication decision-making and wider internal and external communications.

#### 1. Internal

- a) Who knows so far?
- b) Who needs to know?
- c) What is the message currently being provided?
- d) What message needs to go out to staff/students?

#### 2. External

- a) What is the media exposure?
- b) Who are our external stakeholders?
- c) What contact has been made so far?
- d) What is the corporate response at this time?

#### 3. Regulatory and Subject Matter Experts (SME)

- a) Who needs to be contacted?
- b) Who needs to provide SME support?

## IMPACT ASSESSMENT

BEST outcome	Impact assessment			WORST outcome
	Low	Med	High	
<b>STAFF/STUDENTS/VISITORS</b>				
Minor or no illness/injuries				Serious illness/injuries or fatalities
No impact on staff morale				Severe impact on staff morale
<b>FINANCIAL LOSS</b>				
Key assets unaffected				One or more key assets non-operational or destroyed
No additional operating costs				Substantial uninsured additional operating costs
No loss of income				Substantial loss of income
<b>CRITICAL ACTIVITIES</b>				
No critical activities affected				One or more critical activities affected
Site/building access not affected				Access to site/building denied for a week or more
Impact will be for a short time only				Impact will be for weeks
Staff continuing normal duties				Staff attention diverted for an extended period
All site activities working				Off-site relocation necessary
<b>REPUTATIONAL DAMAGE</b>				
No impact on reputation				Severe impact on reputation
No impact on local community				Severe impact on local community
No media/social media interest in the event/impact				Media/social media interest certain
No single interest group involvement				1+ single interest group involvement
No pollution/environmental impact				Severe impact on environment
<b>REGULATORY/LEGAL NON-COMPLIANCE</b>				
No impact on regulatory obligations/no legal implications				Severe impact on regulatory obligations/likely legal implications
No H&S impact				Significant H&S impact
No external agencies need to be notified				External agencies must be notified
Date and time of review and approval by Silver Team:				
<b>Keep form confidential when in use</b>				

DYNAMIC RISK REGISTER ( <a href="#">downloadable template</a> )						
Risk	Risk assessment			Any assumptions made?	Proposed action to mitigate/eliminate risk	
	L	M	H			
Date and time of review and approval by Silver Team:						

INCIDENT LOG ( <a href="#">downloadable template</a> )						
Incident						
Date & start time						
Meeting location						
Loggist (note-taker)						
Attendees						
Time	Key information/decisions	Action	Owner	By when	Status	
Signed off by:						
Page no__ of__						

DEBRIEF AND LESSONS LEARNT ( <a href="#">downloadable template</a> )						
Item	Y	N	N/A	Agreed Action	Action owner	Action by when
Was the plan deemed to be effective?						
Did all members of the Silver Team respond? If not, why not?						
Did all aspects of the plan work as expected? If not, why not?						
Where applicable has the incident been reported using the appropriate reporting system?						
Were there sufficient people with the necessary competencies available to manage the incident and recovery?						
What lessons were learned? What went well or could be improved?						
Have any external agencies, or other statutory bodies provided feedback? If so, what?						
Have all suggested improvements been logged and prioritised for implementation?						
Have plans been amended to take account of lessons learnt?						
Was the Incident Log accurately completed?						
Was coordination with other response teams effective?						

## University Silver Team Meetings

### General responsibilities of members and code of conduct

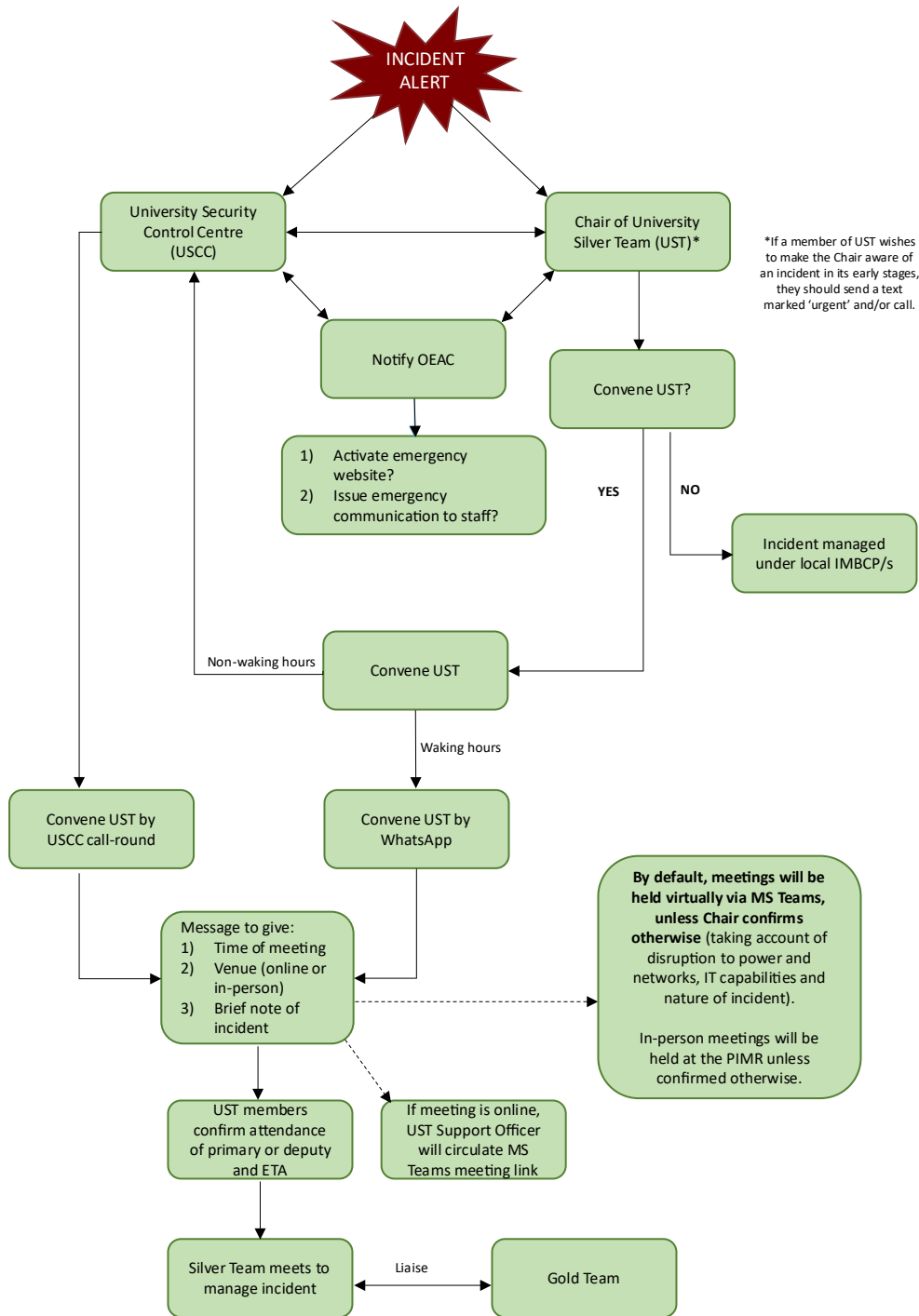
1. **Who can convene the UST.** The only people authorised to convene the University Silver Team (UST) are the Chair of the UST (the Registry) and the Chair's deputies.
2. **Attendance at meetings.** All members will be convened in the first instance (unless it is clear from the situation that only a sub-set of the team is required). This is to ensure that reports are received from every area of operation so that nothing is missed. Once the nature of the emergency is established and all reports have been received, the Chair will release members who are deemed not to be required.

It is assumed that the Primary Contact will attend and that the Deputy Contact will only attend if the Primary Contact is unable to. Primary and Deputy Contacts will decide who will attend if the UST is convened overnight. Whichever contact attends first will fully brief their deputy contact(s) after each meeting to ensure a smooth transition should members need to swap in.

#### ***In-person meetings only (paras 3 and 4):***

3. **First arrivals.** Members will arrive at different times. All members must be able to set up the Incident Management Room and to start taking the incident log if they arrive before the UST Support Officer. The incident log must be started as soon as the first members arrive.
4. **Later arrivals.** All new arrivals to the meeting must be introduced and briefed on arrival to ensure they are brought up to date. At the start of the meeting the Chair will appoint an appropriate member to brief new arrivals outside the meeting room to avoid disruption to the meeting.
5. **Conduct in meetings.** To enable clear discussion and recording of information, decisions and actions:
  - During in-person meetings, phone calls and smaller discussions must be taken outside the Incident Management Room;
  - all comments should be delivered clearly and audibly so that what is said can be logged accurately;
  - Any terminology used should be clarified;
  - Members must make clear when they are proposing actions and provide the reasoning behind them and the timescales.
6. **Structure of meeting.** The meeting will follow the Silver Team Agenda. Risks will be assessed at appropriate intervals and logged on the Dynamic Risk Register or similar tool.
7. **Stand-down.** If and when appropriate, during the post-incident recovery phase, the Chair will stand-down the UST while monitoring the longer-term return to normality.

## University Silver Team – Call out Protocol



## University Silver Team (UST) Communication Channels

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### MS Teams

The team has an MS Team site: UoC\_Silver Team. The site is accessible only by members of the Silver Team, including all deputies and Support Officers.

### WhatsApp

The team has a WhatsApp group 'UST'. The group is used by the Chair for convening the team and for other emergency communications and brief updates from any group member in relation to the management of an ongoing incident. Messages must be useful for the team as a whole (i.e. not aimed at just one or two members).

WhatsApp can be used on your desktop or laptop:

- Open up any of the following web browsers - Google Chrome, Mozilla Firefox, Opera or Microsoft Edge. (Internet Explorer is not supported)
- Go to <https://web.whatsapp.com/> and follow the instructions:
  - o On your phone, go to Settings (bottom right icon) and tap WhatsApp Web/Desktop
  - o Point phone to screen to capture the QR code and WhatsApp will appear instantly on your screen.
- You can send messages and receive desktop notifications of new messages.

### Email distribution list

The team has a private email list: [ucam-ust@lists.cam.ac.uk](mailto:ucam-ust@lists.cam.ac.uk)

Only members of the team can post emails to or receive emails from this address.

The email is for less time-sensitive information and more detailed communications including sharing documents (where not shared via Teams).

### University Security Control Centre

WhatsApp will be used to convene the Silver Team for an emergency meeting, during waking hours (i.e. 7am to 10pm). Outside these hours, the Team will be convened via the University Security Control Centre. See [Call out Protocol](#) for a flow-diagram of the call-out process.

### Early notification of an incident to UST Chair

If a member of UST needs to make the UST Chair alone aware of an incident in its early stages they should do so by mobile in a text or WhatsApp message marked 'urgent'. Or call them if middle of the night. Failing that, call USCC.

### Online meetings

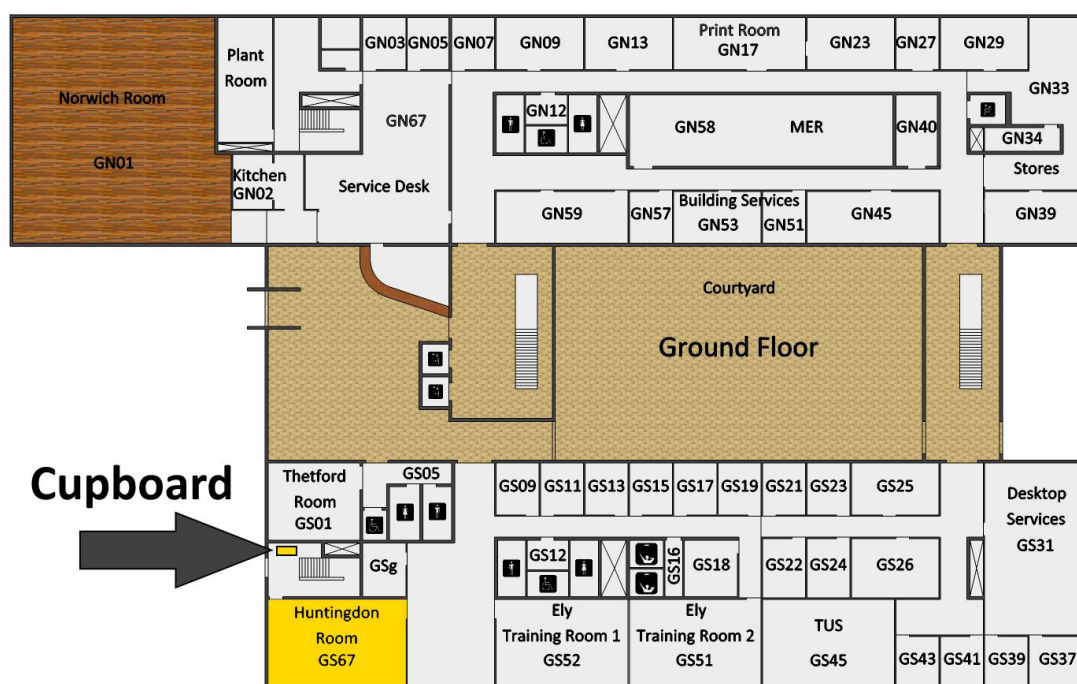
Meetings will be held virtually by default via MS Teams. if MS Teams is unavailable for any reason meetings will be held via Zoom.

## INCIDENT MANAGEMENT ROOM

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The Silver Team has use of a primary incident management rooms (PIMR) with necessary facilities – see floor map below. Other rooms across the University may be used depending on the nature of the incident. The phone numbers for the PIMR are listed on the Silver Team Contacts list. As a Silver Team member you will be given access via your University card to the buildings.

The PIMR is currently the Huntingdon Room, Roger Needham Building, West Cambridge site – see [map](#). The floor plan below shows the Huntingdon Room highlighted in yellow. Hardware (e.g. phones, power packs) and key documents are stored in the cupboard in the adjoining stairwell lobby.



The following equipment is provided in the IMR for use during an incident:

- Hard copies of the University Major Incident Plan
- Projector/screen and IT network access points
- White board and pens
- Flip chart
- Stationery, including pads, pens and pencils
- Hard copy incident logs
- Standard Meeting Agenda and other documents listed in Annex A
- 1 x analogue phone (BT)
- 1 x VOIP room phone
- 2 x USB iPhone leads
- 2 x USB to micro-USB leads
- 2 x jumbo chargers
- 1 x power bank
- 2 x Samsung chargers

**JESIP Principles of joint working**



**JESIP Joint Decision Model**



M/ETHANE tool for providing precise information about an incident

<b>M</b>	<b>MAJOR INCIDENT</b>	<b>Has a major incident been declared? (Yes/No – If 'No', then complete ETHANE message)</b>
<b>E</b>	<b>EXACT LOCATION</b>	<b>What is the exact location or geographical area of the incident?</b>
<b>T</b>	<b>TYPE OF INCIDENT</b>	<b>What kind of incident is it?</b>
<b>H</b>	<b>HAZARDS</b>	<b>What hazards or potential hazards can be identified?</b>
<b>A</b>	<b>ACCESS</b>	<b>What are the best routes for access and egress?</b>
<b>N</b>	<b>NUMBER OF CASUALTIES</b>	<b>How many casualties are there, and what condition are they in?</b>
<b>E</b>	<b>EMERGENCY SERVICES</b>	<b>Which, and how many, emergency responder assets and personnel are required or are already on-scene?</b>

Exact location may be given by full address, grid reference or what3words (<https://what3words.com/>)

## Annex D Useful contacts

Internal	Contact
University Security Control Centre 24/7	+44 (0)1223 331818 or +44 (0)1223 767444
University Information Services (UIS) Service Desk	<a href="https://help.uis.cam.ac.uk/contact-us">https://help.uis.cam.ac.uk/contact-us</a> Email: <a href="mailto:servicedesk@uis.cam.ac.uk">servicedesk@uis.cam.ac.uk</a> tel: 01223 332999
University Safety Office	<a href="https://www.safety.admin.cam.ac.uk/contact-us">https://www.safety.admin.cam.ac.uk/contact-us</a>
University Travel Incident Management Team	Urgent matters: University Security Control Centre (see above) Non-urgent enquiries: <a href="mailto:internationalsupport@admin.cam.ac.uk">internationalsupport@admin.cam.ac.uk</a>
University Communicable Diseases Helpdesk	<a href="mailto:cd-helpdesk@admin.cam.ac.uk">cd-helpdesk@admin.cam.ac.uk</a> or 01223 339514 For an urgent communicable disease outbreak, tel: 07702 970136 or 07542 307587
International Response Taskforce	<a href="mailto:internationalresponse@admin.cam.ac.uk">internationalresponse@admin.cam.ac.uk</a>
University Insurance Section	<a href="https://www.insurance.admin.cam.ac.uk/">https://www.insurance.admin.cam.ac.uk/</a>

External	Role	Emergency contact	Non-emergency contact
Cambridgeshire Constabulary	Police	999	01480 456111
Cambridgeshire Fire & Rescue Service	Fire & Rescue Service	999	01480 444500
East of England Ambulance Service	Ambulance Service	999	03456 013733
Addenbrookes Hospital	Emergency Hospital	01223 805000	01223 805000
West Suffolk Hospital	Emergency Hospital	01284 713000	01284 713000
Bedford Hospital	Emergency Hospital	01234 355122	01234 355122
Princess Alexandra Hospital	Emergency Hospital	01279 444455	01279 444455
Environment Agency	Environmental Management	0800 807060	03708 506506
Met Office	Weather Reporting		03709 000100
National Highways	Management of Strategic Road Network	03001 235000	03001 235000
Cambridge City Council	City Council	03003 038389	01223 457000
Cambridgeshire County Council	County Council Management of Local Road Network		03450 455200
Anglian Water	Water Board (Fresh & Sewage)	03457 145145	03457 145145
UK Power Networks	Electricity Distributor	105	08003 163105
National Gas Services	Gas Board	0800 111999	0800 111999

Colleges	Address	Emergency contact
Christ's College	St Andrew's Street, Cambridge, CB2 3BU	3/34900
Churchill College	Storey's Way, Cambridge, CB3 0DS	3/36000
Clare College	Trinity Lane, Cambridge, CB2 1TL	3/33200
Clare Hall	Herschel Road, Cambridge, CB3 9AL	3/32360
Corpus Christi College	Trumpington Street, Cambridge, CB2 1RH	3/38000
Darwin College	Silver Street, Cambridge, CB3 9EU	3/35600
Downing College	Regent Street, Cambridge, CB2 1DQ	3/34800
Emmanuel College	St Andrew's Street, Cambridge, CB2 3AP	3/34200
Fitzwilliam College	Storey's Way, Cambridge, CB3 0DG	3/32000
Girton College	Huntingdon Road, Cambridge, CB3 0JG	3/38962
Gonville & Caius College	Trinity Street, Cambridge, CB2 1TA	3/32400
Homerton College	Hills Road, Cambridge, CB2 8PH	7/47111
Hughes Hall	Mortimer Road, Cambridge, CB1 2EW	3/30484
Jesus College	Jesus Lane, Cambridge, CB5 8BL	3/39339
King's College	King's Parade, Cambridge, CB2 1ST	3/31656
Lucy Cavendish College	Lady Margaret Road, Cambridge, CB3 0BU	3/32190
Magdalene College	Magdalene Street, Cambridge, CB3 0AG	3/32100
Murray Edwards College	Huntingdon Road, Cambridge, CB3 0DF	7/62100
Newnham College	Sidgwick Avenue, Cambridge, CB3 9DF	3/35700
Pembroke College	Trumpington Street, Cambridge, CB2 1RF	3/38100
Peterhouse	Trumpington Street, Cambridge, CB2 1RD	3/38200
Queen's College	Silver Street, Cambridge, CB3 9ET	3/35500
Robinson College	Grange Road, Cambridge, CB3 9AN	3/39100
Selwyn College	Grange Road, Cambridge, CB3 9DQ	3/35846
Sidney Sussex College	Sidney Street, Cambridge, CB2 3HU	3/38800
St Catharine's College	Trumpington Street, Cambridge, CB2 1RL	3/38300
St Edmund's College	Mount Pleasant, Cambridge, CB3 0BN	3/36250
St John's College	St John's Street, Cambridge, CB2 1TP	3/38671
Trinity College	Trinity Lane, Cambridge, CB2 1TQ	3/38400
Trinity Hall	Trinity Lane, Cambridge, CB2 1TJ	3/32500
Wolfson College	Barton Road, Cambridge, CB3 9BB	3/35900