



# **Dublin Institute of Technology Critical Incident Management Plan**

**VERSION I**

**Approved by SLT 2<sup>nd</sup> April 2015**

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## EXECUTIVE SUMMARY

This document reviews a range of issues including classification of Critical Incident and provides information on the suggested response to any unforeseen event with the potential to:

- threaten the health & safety of DIT staff, students, contractors/service providers, visitors/campus users;
- and/or to seriously disrupt its programmes and activities.

It establishes the Critical Incident Management Team (CIMT) whose function is to co-ordinate the overall response to a significant Category 3 event, with a view to minimising the impact on the operation of DIT, ensure business continuity. The CIMT advise the President on all such matters.

### Classification of Critical Incident

#### Category 3 Events

#### Overseen by Chair of CIMT

*Definition: interruption affecting the operation of the Institute. An example of such an event could be an attack on infrastructure of the Institute or surrounding buildings, major gas leak, major fire, adverse weather or other infrastructure problems.*

*A Category 3 event is an immediate threat to safety and/or property requiring controlled evacuation and closure of the building(s) ordered either by the Critical Incident Management Team (CIMT) or An Garda Síochána/fire/other authorities.*

*An incident of this nature will invoke immediate briefing of the Critical Incident Management Team (CIMT).*

**Reference Manual:** Critical Incident Management Plan

#### Category 2 Events

#### Overseen by Chairs of Health and Safety Teams

*Definition: interruption affecting the operation of one or more buildings resulting in short term closure of the building(s) e.g. up to and including two working days. An example of such an incident could be the total loss of building services to one or more buildings or minor fire affecting a part of the building. The threat to safety and/or property is identified but not immediate. It has a severe impact on the operation of the building(s) that could result in closure of the building.*

*A Category 2 event will be dealt with by the relevant Health and Safety Team implementing their own site specific Emergency Response Plans. Assistance may be sought from CIMT if required.*

**Reference Manual:** [Site Specific Emergency Response Plans](#)

#### Category 1 Events

#### Overseen by Heads of School/Function

*Definition: interruption affecting the operation of one or more functions/areas. An example of such an event could be localised flooding, small departmental fire or temporary loss of building services. There is no immediate threat to safety and/or property but the event has an impact on the operation of the functions/areas affected.*

*Local Emergency Plans will be activated as outlined in risk assessments in the event of a Category 1 event. The Chair of the Health and Safety Team will be briefed to ensure preparedness should it escalate into a Category 2 event. Assistance may be sought from CIMT if required.*

**Reference Manual:** [Local emergency plans as outlined in risk assessments and Site Specific Emergency Response Plans](#)

This document outlines the plan for a Category 3 event only. The [terms of reference](#) for the Health and Safety Teams provide a framework for the Chairs of Health and Safety Teams to establish site-specific Emergency Response Teams (ERT). Chairs of the Health and Safety Teams should ensure that the [Site Specific Emergency Manual](#) is up to date and that the Emergency Response Teams are adequately trained to respond to Category 1 and 2 events. This should also incorporate the element of business recovery and the [Impact Questionnaire](#) (Appendix F) should be utilised to assist with the development of School/Function Business Continuity Plans. All approved plans should be forwarded by each Director to the Risk Coordinator on an annual basis.

DIT recognises that effective planning, management and rehearsal are the keys to success in the event of a critical incident.

The Public Affairs Officer is to be briefed on all Category 1, 2 and 3 events. All communication should be reviewed by the Public Affairs Officer. [Appendix G outlines DITs Critical Incident Communication Plan.](#)

## **1. OBJECTIVE OF THE CRITICAL INCIDENT PLAN**

The primary objective of the Critical Incident Plan is to protect human health and safety at Dublin Institute of Technology (DIT). Only after the protection of human health and safety is assured can attention be focused on the other objectives of this plan, which are:

- to ensure that DIT responds appropriately to all Category 3 events;
- to advise the President;
- to ensure that all critical functions are reinstated as soon as possible and plans for full restoration of all services are implemented;
- To minimise any impacts to the environment;
- To protect property and operations at DIT;
- To comply with relevant legislation and standards; and
- To maintain business continuity.

## **2. SCOPE OF THE PLAN**

The DIT Critical Incident Plan will be invoked when:

A Category 3 event arises and

- Access to any DIT building, in part or total, is denied due to an unforeseen event (see [Appendix A](#) for examples);
- The Institute's systems are seriously interrupted; and
- A health & safety incident affects students, staff and/or the local community and/or environment.

## **3. ROLES AND RESPONSIBILITIES OF DIT CRITICAL INCIDENT MANAGEMENT TEAM**

The Critical Incident Management Team, chaired by the Director of Student Services reports to the President. The terms of reference are available in [Appendix B](#).

## **4. ACTIVATION OF PLAN**

The Plan will be activated for a Category 3 event. Examples of flow charts of specified responses are available in [Appendix C](#).

## **5. EMERGENCY RESPONSE CENTRES (ERC)**

Emergency Response Centres (ERC) will be established if required for the Critical Incident Management Team and/or key members of staff.

*Example:*

Should the Bolton Street building be inaccessible as a result of a major Category 3 event, then the details of the ERC will be communicated to the CIMT and key members of staff by Estates staff at the Control Room in Grangegorman via instant text messaging. The details of the message will be finalised by the Chair of the CIMT.

The purpose of the centres are to provide:

- A dedicated facility from which the Institute's response to any unforeseen interruption can be managed successfully;
- A single place of contact for information relating to the interruption and the plans for continuity and recovery; and
- An area for the visual display of all information relating to the interruption and the subsequent response.

In the event of a major incident, the centres will be made available 24 hours a day, seven days a week, if necessary. [Appendix E](#) gives examples of typical resources that may be required there.

## **6. POST INCIDENT**

There will be a debriefing with all staff, once a critical incident has been successfully responded to.

An incident investigation will also be initiated. The purpose of incident investigation is to prevent a repeat event.

An incident investigation team will be identified by the Chair of the CIMT. The team will usually include a representative from the operating unit where the emergency occurred, the Estates Officer and the Health and Safety Officer and may include external professional expertise. The team will document the results of the investigation and forward them to the Chair of the CIMT for review. The Chair of the CIMT will disseminate the information to the employees, investigative authorities etc. as appropriate.

The Institute will provide appropriate de-briefing and/or counselling to those who are traumatised as a result of such an event.

The Institute will ensure the sensitive management of information relevant to the critical incident.

## **7. CRITICAL INCIDENT PLAN UPDATES**

This Critical Incident Plan will be reviewed and immediately amended, as necessary, when one or more of the following occur:

- Applicable regulations are revised;
- Following lessons learned in incident investigation;
- The campus changes in its design, construction, operation, maintenance, or other circumstance in a way that materially increases the potential for fires, explosions, or releases of hazardous substances;
- The campus changes an emergency response procedure;
- Amendments are required by a regulatory authority.

The plan will be reviewed and updated at least annually.

## **8. TRAINING AND SIMULATION**

Effective emergency management requires a continuously evolving plan.

The Chair of the CIMT will develop an annual operational plan. This will specify details of training for all relevant staff members, a schedule of meetings, simulation exercises both desktop and live. The critical incident plan will be tested on an annual basis.

## **9. DOCUMENTATION**

Copies of this plan will be distributed to key members of DIT and site specific Emergency Response Teams. Copies of the plan will be available in each functional area. A copy of the plan will also be posted on DIT website ([Hyperlink](#))

Staff and student members will be expected to maintain up to date information in relation to contact information and next of kin details on Core HR and Banner.

All decisions and actions taken by the CIMT and Health and Safety Teams will be recorded and logged.

## APPENDICES

## **APPENDIX A**

The Critical Incident Plan applies to a broad range of unforeseen events and may for example be activated for the following:

- Total or partial loss of electrical supplies to the building;
- Total or partial loss of water supplies to the building;
- Total loss of gas supplies or gas leak;
- Exceptional adverse weather e.g. flood;
- Explosion;
- Fire;
- Disturbance of asbestos materials;
- Release of other hazardous materials;
- Loss of critical systems;
- Medical emergency e.g. pandemic;
- Significant industrial action;
- Major ICT failure;
- Major media interest;
- Access prevented to buildings by external factors;
- An incident external to DIT that impacts the Institute's personnel or operations; and
- Acts of violence/terrorism.

## APPENDIX B

### Terms of Reference for Critical Incident Management Team

## TERMS OF REFERENCE CRITICAL INCIDENT MANAGEMENT TEAM

### I. Membership

#### Voting Members:

Chair: Director of Student Services for a two year term  
Permanent members: Director of Human Resources  
2 nominated College Directors –Southside and Northside campuses ( Deputy Chairs)  
Director of Finance & Resources

#### Non-Voting Attendees:

Permanent Attendees:  
Health & Safety Officer  
Estates Officer  
Public Affairs Officer  
Head of IS  
Secretary to the Institute  
Institute Risk Coordinator

Ad hoc Attendees: Other colleagues may be invited to address specific items as required.

### 2. Purpose

To ensure that Dublin Institute of Technology (DIT) complies with the statutory requirements under health and safety legislation and that it meets the required health and safety needs of the DIT community and its visitors.

This group has 3 main roles:

- To plan for and to ensure that there is an appropriate management response in place to the handling of Category 3 events: these are events that interrupt the operation of the Institute. Examples might include major gas leak, major fire, major adverse weather conditions;
- To manage the response to category 3 events and to ensure that the response is appropriate and proportionate to the level of the emergency; and
- To ensure an effective business continuity plan which addresses the maintenance and/or restoration of critical operations and services following the occurrence of an emergency situation.

### 3. Reporting Relationship

To the President in the first instance

### 4. Terms of Reference

The main responsibilities include:



1. Planning for and to ensure that there is an appropriate management response in place to the handling of Category 3 events which impact on the normal operation of the Institute;
2. The Critical Incident Management Team or designated individuals or groups reporting to the Team should develop policy statements to address the approach to handling such situations;
3. Managing the response to Category 3 events that arises and to ensure the response is appropriate and proportionate to the level of the emergency. Such a response would normally include:
  - a. An assessment by the Team of the seriousness of the incident and the identification of appropriate response including the deployment of resources;
  - b. Effective communication amongst the team and all relevant stakeholders ( internal and external to DIT);
  - c. Overseeing the creation of a business continuity plan to address the continuity of essential services and functions during the period of the major event;
  - d. Maintaining and updating the business continuity plan on a periodic basis to ensure that it remains current and fit for purpose;
4. Following the occurrence of a Category 3 event impacting on the normal operation of the Institute, the Critical Incident Management Team or designated individuals or groups reporting to it to review the operation of the relevant policy and to identify any changes which should be made to this policy based on the experience of the event ('lessons learnt').

#### **Deliverables**

- Annual work programme;
- Report to SLT through recorded minutes ;
- Report to President through the Chair's report ;
- Critical Incident Management Plan;
- Business Continuity Plan;
- Risk Register;
- Emergency Flow charts
- Annual Training Plan ; and
- Impact Questionnaire

#### **Governance**

**Frequency of Meetings:** Every quarter

**Reporting:** To the President

**Quorum:** Two voting members

**Voting:** Decisions to be achieved by consensus of voting members.

**Chair:** The Chairperson provides an objective voice to the discussions and debate of the team. S/he is required to represent the agreed position of DIT and remind members and attendees of the agreed objectives on relevant matters.

The Chair of team is responsible for reporting back to the President and to ensure the implementation of agreed decisions.

**Secretariat:** The role of the Secretariat is to co-ordinate the business of the team including liaison with members, the preparation of the agenda, the circulation of papers and the communication of decisions. The Secretariat is required to prepare any outcome reports from the meeting, including any advice or recommendations agreed, to be signed off by the Chair. The Secretariat may also be required to prepare key documents on behalf of the Chair.

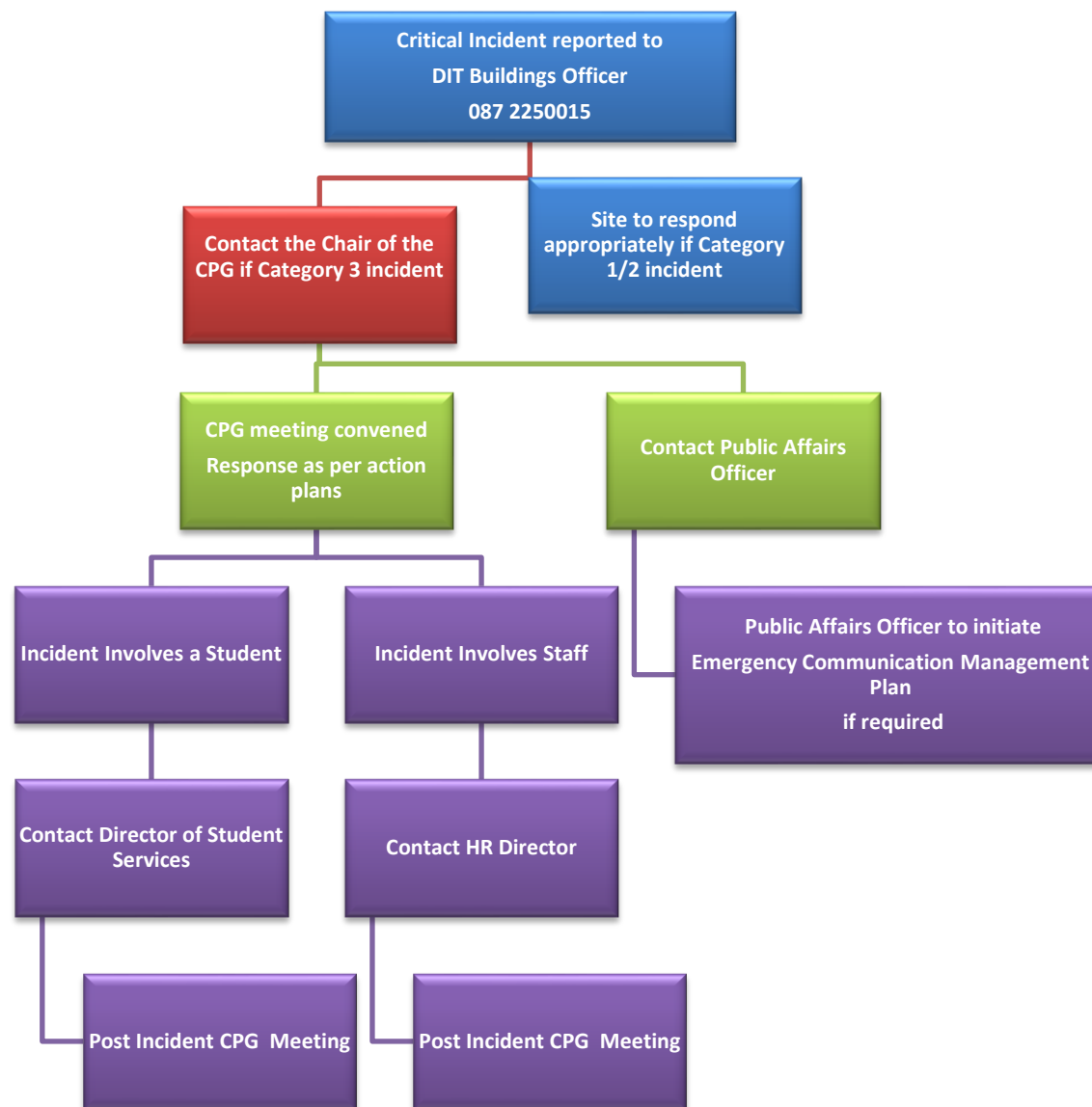
The Secretariat is the custodian of the CIMT procedures and advises the Chair, members and attendees accordingly.

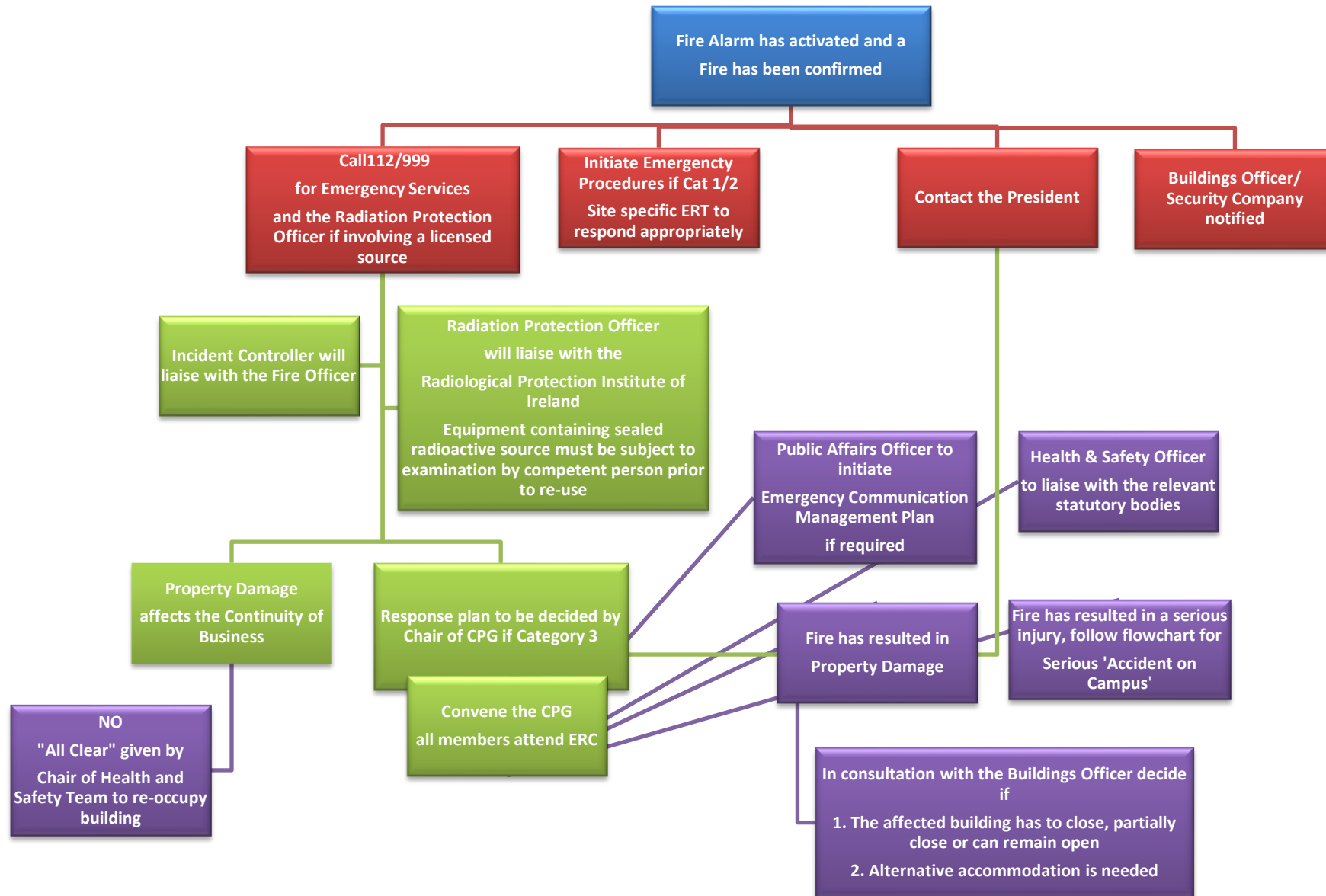
It is the responsibility of the Secretariat to ensure that proper records of minutes of all meetings are maintained in the agreed Institute format; that minutes, proposals and other documentation as agreed

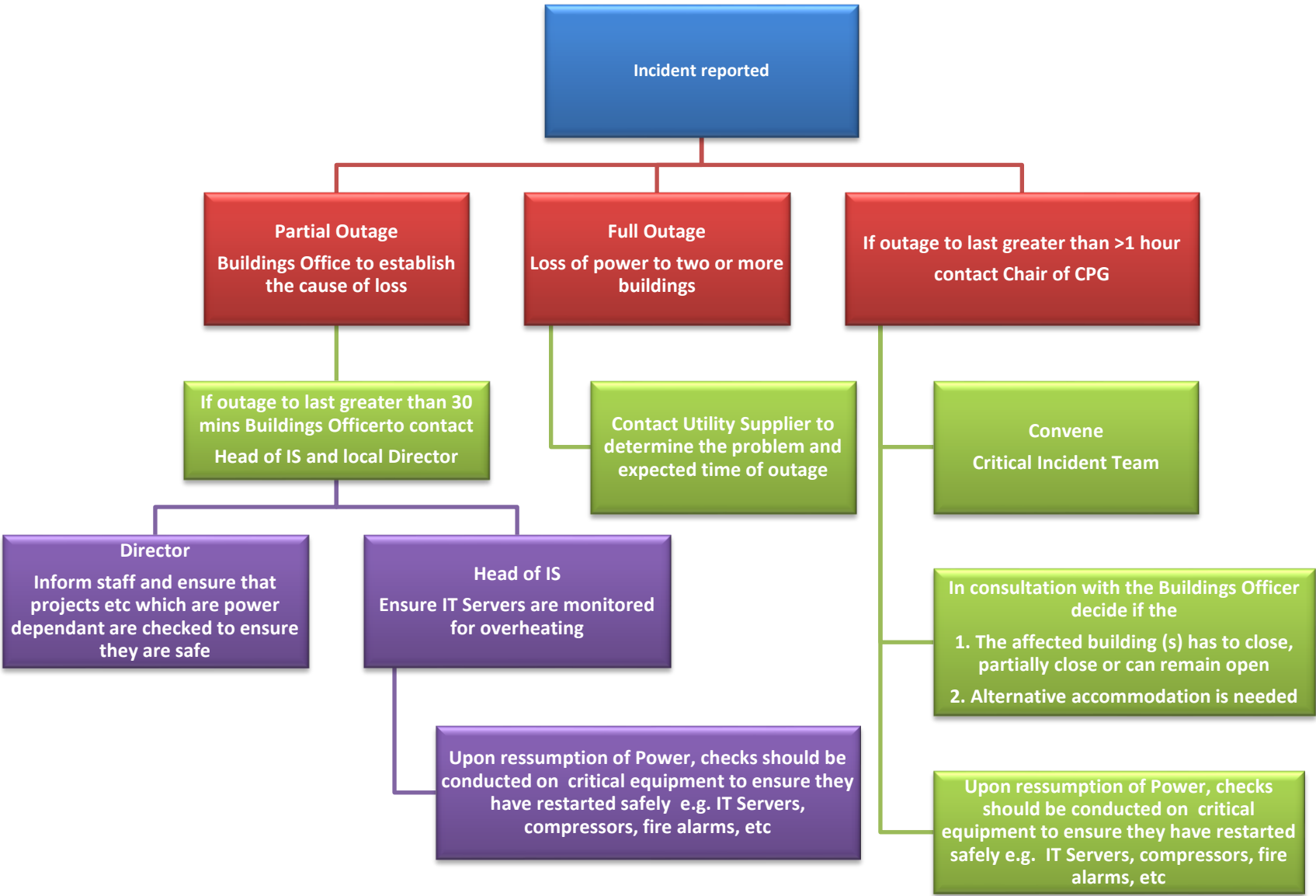
by the team are forwarded to the President and Chairs of each Health and Safety Team in a timely fashion; that decisions are communicated to relevant parties promptly; and that decisions, papers and other documentation as agreed by the team are uploaded on the agreed on-line portal for view by the relevant stakeholders.

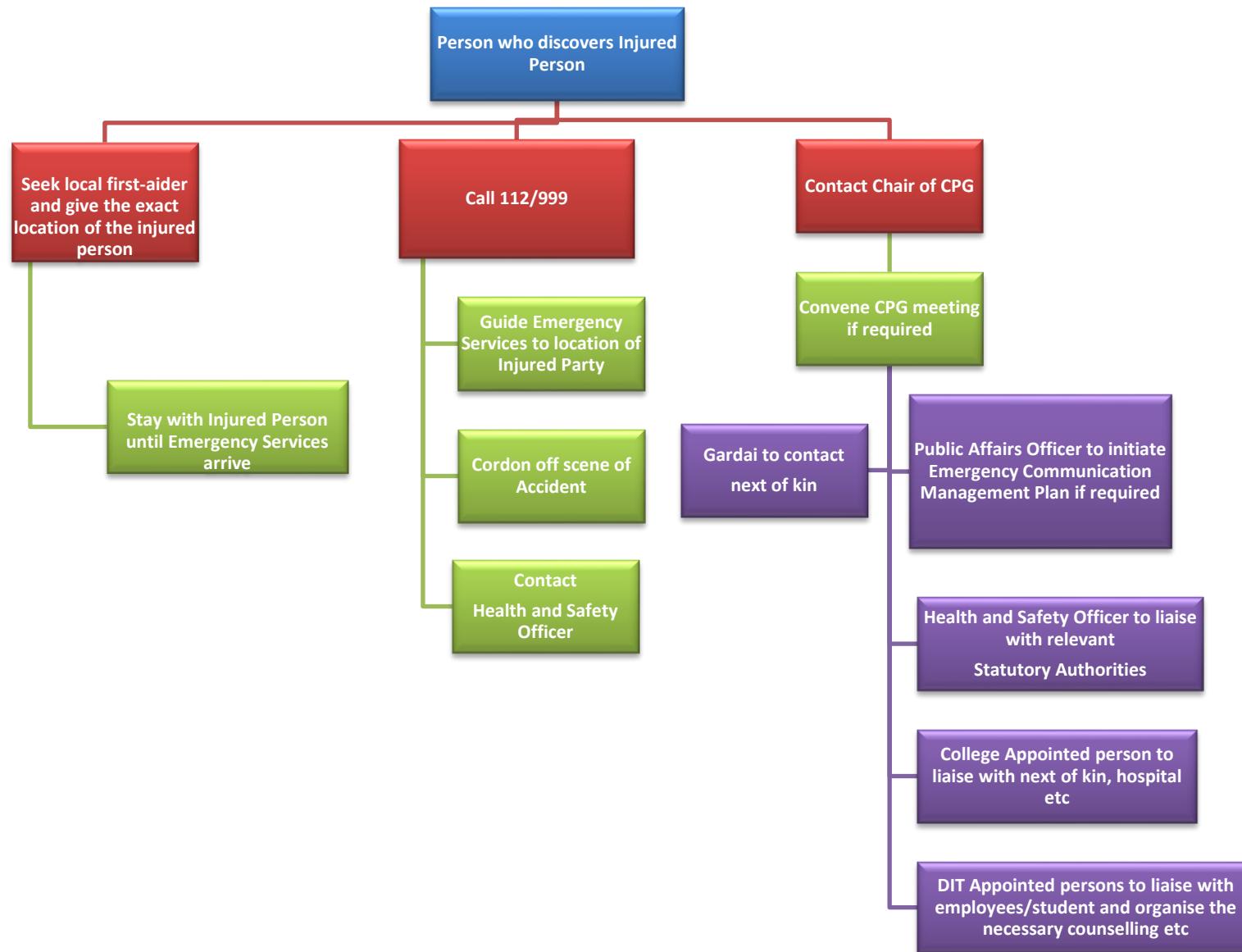
The Secretariat for this team will be managed by the Office of the Director of Student Services.

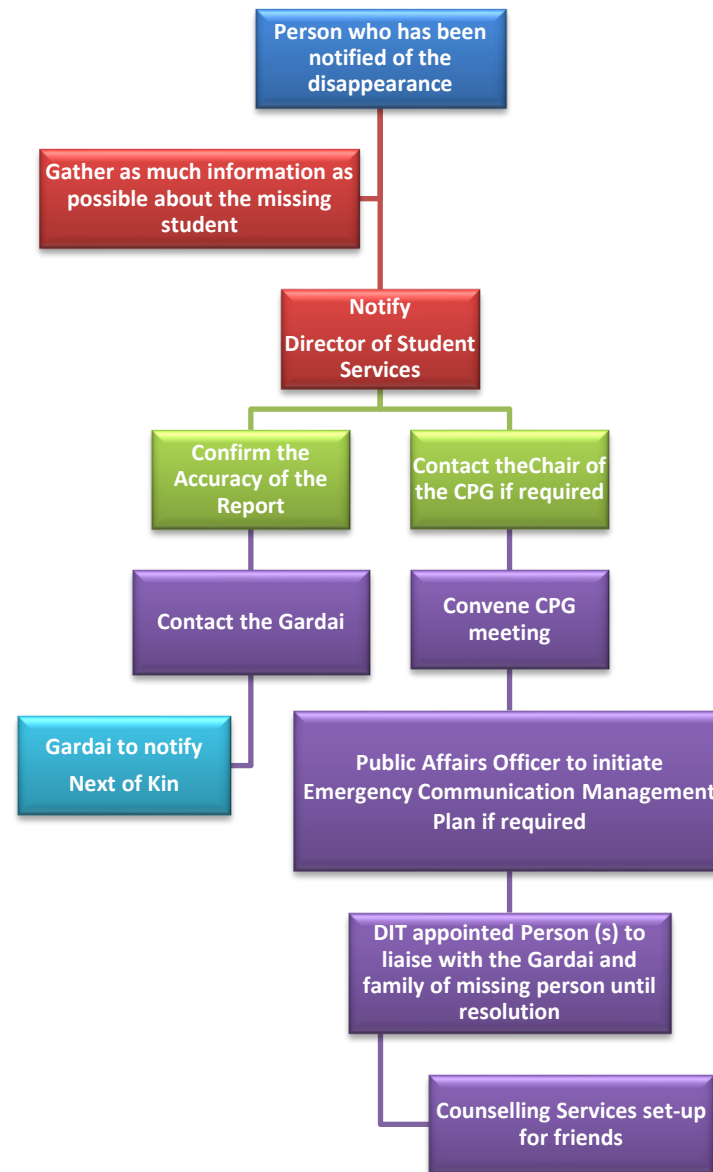
**APPENDIX C**  
RESPONSE PLANS





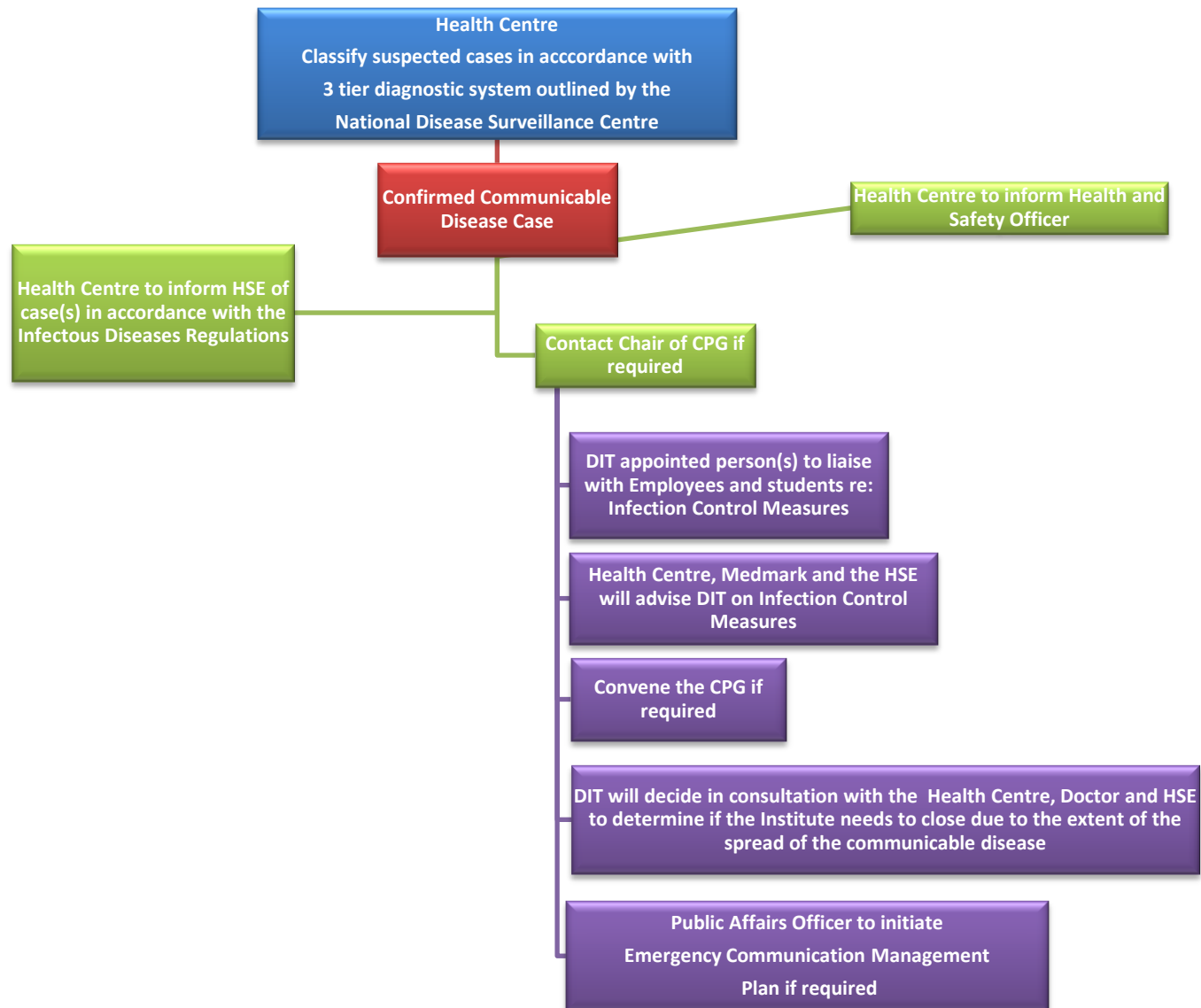


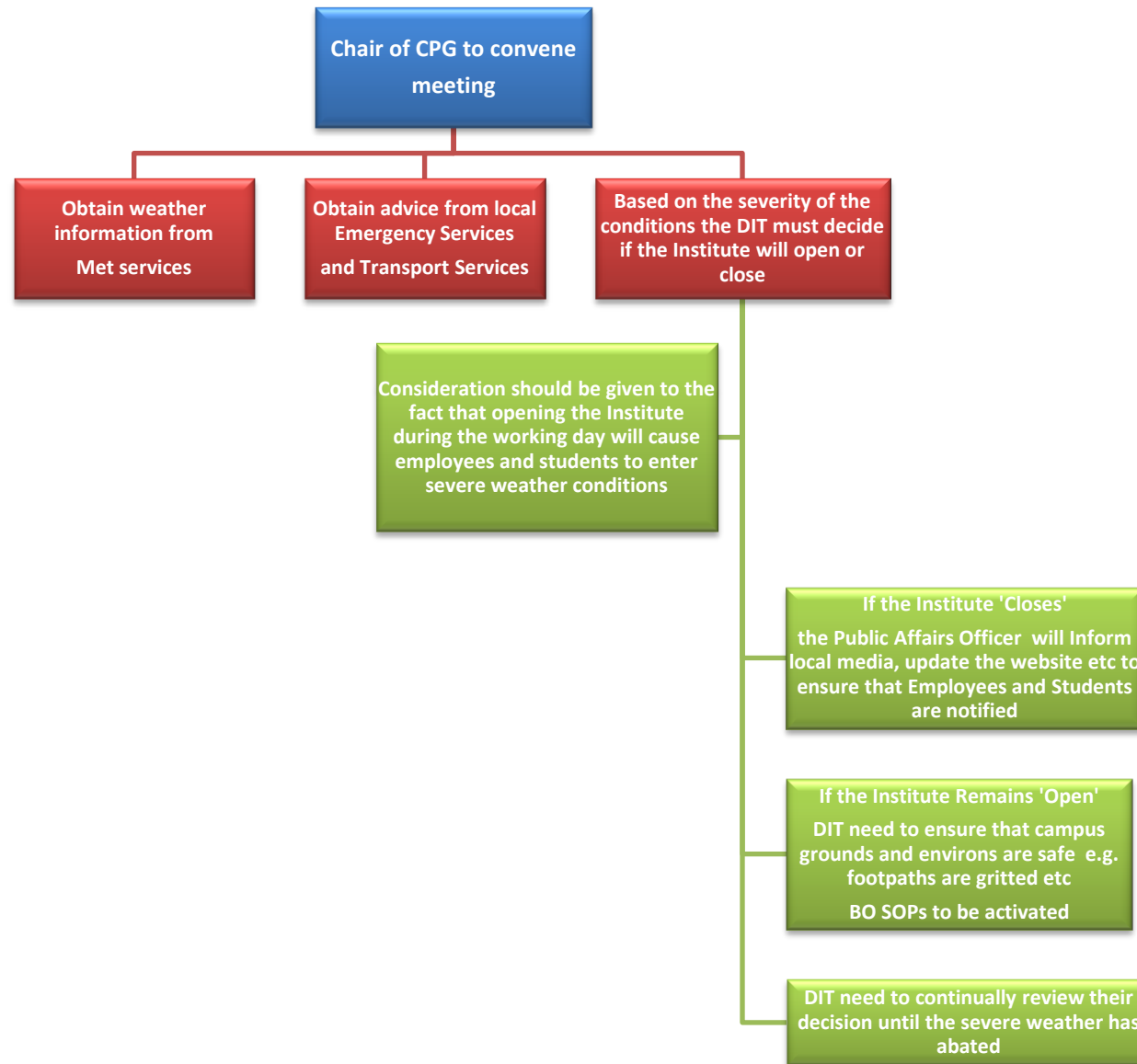




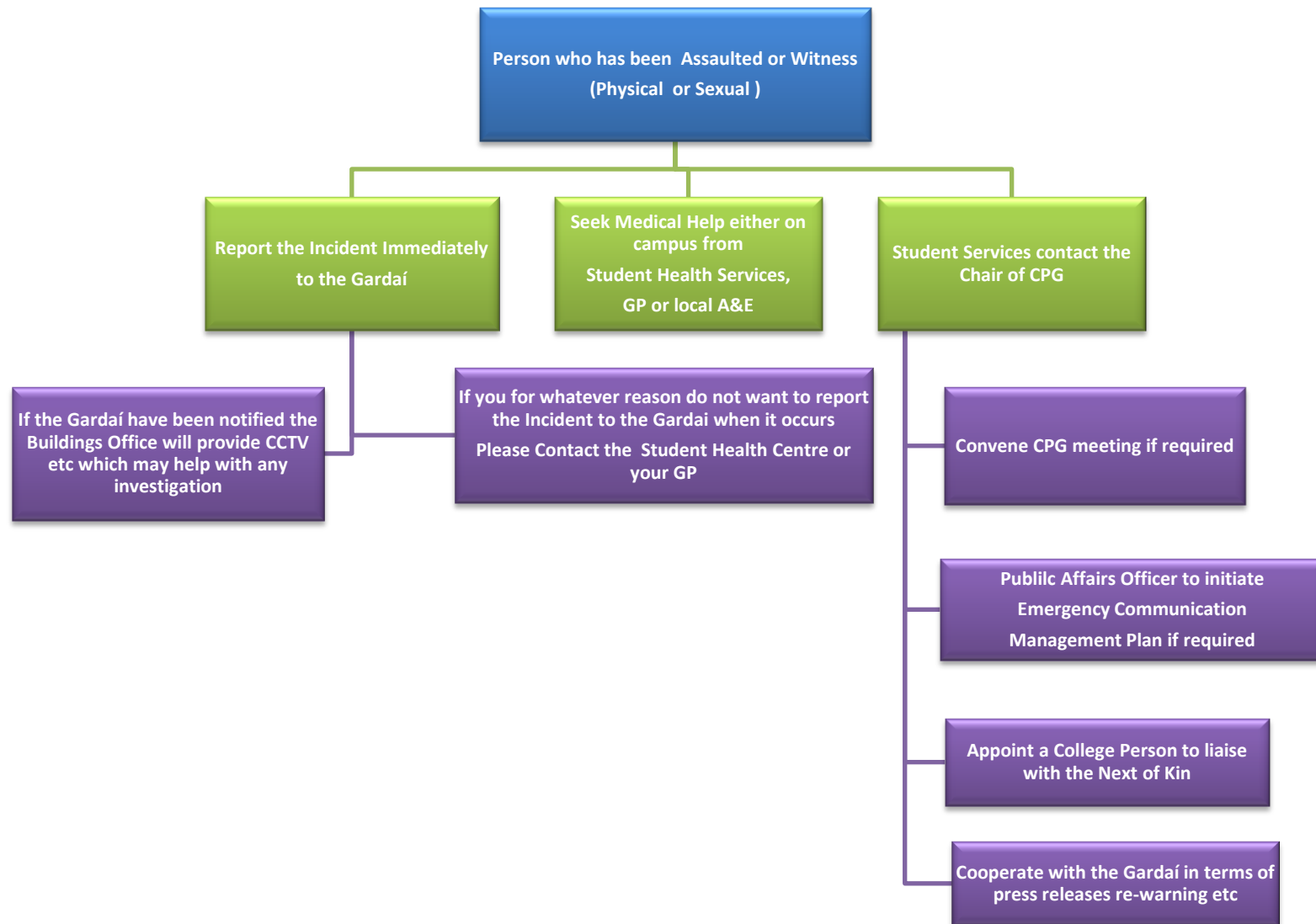


**CRITICAL INCIDENT INVOLVING OUTBREAK OF A COMMUNICABLE DISEASE (SEE LISTING IN APPENDIX)**









## **APPENDIX D**

### **USEFUL LINKS/RESOURCES**

#### **LINK TO SITE SPECIFIC EMERGENCY MANUALS**

**[HTTP://WWW.DIT.IE/HEALTHSAFETY/MANUALS/](http://www.dit.ie/healthsafety/manuals/)**

#### **LINK TO BUILDINGS MAPS & ASSEMBLYPOINTS**

**[HTTP://WWW.DIT.IE/HEALTHSAFETY/ASSEMBLYPOINTS/](http://www.dit.ie/healthsafety/assemblypoints/)**

#### **GENERAL EMERGENCY RESPONSE**

**[HTTP://WWW.DIT.IE/HEALTHSAFETY/EMERGENCYRESPONSE/](http://www.dit.ie/healthsafety/emergencyresponse/)**

#### **RADIATION PROTECTION**

**[HTTP://WWW.DIT.IE/HEALTHSAFETY/RADIATIONPROTECTION/](http://www.dit.ie/healthsafety/radiationprotection/)**

#### **DIT SAFETY STATEMENTS AND RISK ASSESSMENTS**

**[HTTP://WWW.DIT.IE/HEALTHSAFETY/DITSAFETYSTATEMENTS/](http://www.dit.ie/healthsafety/ditsafetystatements/)**

#### **SITE SPECIFIC INFORMATION**

**[HTTP://WWW.DIT.IE/HEALTHSAFETY/SITESPECIFICINFORMATION/](http://www.dit.ie/healthsafety/sitespecificinformation/)**

#### **SAFETY COMMITTEE MEMBERSHIP**

**[HTTP://WWW.DIT.IE/HEALTHSAFETY/HEALTHANDSAFETYCOMMITTEES/](http://www.dit.ie/healthsafety/healthandsafetycommittees/)**

## **APPENDIX E**

### **RESOURCES REQUIRED IN THE EMERGENCY RESPONSE CENTRE**

- Copies of DIT Critical Incident Plan and response flow charts
- Stationery
- A3 notice boards (to display information/instructions)
- Flip charts
- Spare mobile telephones and chargers
- Reels of red/orange tape, "No Access" signs,
- Protective hats and goggles
- Torches and spare batteries
- Phone Chargers – Universal Connections
- First-Aid boxes
- High visibility jackets
- Internet Connection
- Computer with Internet Access

**APPENDIX F**  
IMPACT QUESTIONNAIRE TEMPLATE

## Continuity Planning

### Departmental/Functional/School Impact Analysis

#### Questionnaire



#### Introduction

- The purpose of continuity planning is to ensure that the Institute is effectively prepared to respond to a critical incident
- A critical incident is defined as any disruption to normal operations. This could be caused by weather disruption, natural disasters, flooding, burst pipes, fire, building collapse, bomb scares, threats to personal safety, technical breakdowns i.e. IT systems disruption, industrial action and epidemics;
- The effect of these incidents may range from minor to significant in the disruption they cause to normal business, with effects varying in duration and also the effects on the Institute as a whole;
- Each Department/Function/School is requested to complete an analysis of their activities and their responses to any disruption to normal operations;
- In order to identify and minimise risks associated with a disruption, it is necessary that this Impact Analysis is completed;
- Each Department/Function/School should only focus on the disruption to **mission critical activities** e.g. those activities that are crucial for the continued operation of the Institute during the period of the disruption

Q1. Name of the Department/ School/ Function: \_\_\_\_\_

Q2. List of mission critical tasks/ services for your Department/ Function/ School

Mission critical tasks/services	Priority/ Ranking 1 2 3	Max period of which you can be without the service/ task. Hours/days	Loss of activity impacts on...	Details of current back up plans/ systems in place to minimise the impact on business of a critical incident	Dependencies (on other DIT Departments)	Critical/ Peak Time Periods e.g. Calendar months
			Choose an item.  <i>If Other, please specify</i>		Choose an item.  <i>If Other, please specify</i>	
			Choose an item.  <i>If Other, please specify</i>		Choose an item.  <i>If Other, please specify</i>	

*Priority Rating*

*1: Cannot survive without*

*2: Can survive 1 day without*

*3: Can survive 1 week without*



Q3. List of key records and Information Systems for your Department/ Function/School

Information System/ Record	Priority/ Ranking 1 2 3	Max period of which you can be without the system/ record. hours/days	Loss of activity impacts on...	Details of current back up plans/ systems in place to minimise the impact on business of a critical incident	Dependencies (on other DIT Departments)	Critical/ Peak Time Periods e.g. calendar months
			Choose an item. <i>If Other, please specify</i>		Choose an item.  <i>If Other, please specify</i>	
			Choose an item.  <i>If Other, please specify</i>		Choose an item.  <i>If Other, please specify</i>	

*Priority Rating*

*1: Cannot survive without*

*2: Can survive 1 day without*

*3: Can survive 1 week without*

Q4. What facilities are required by your Department/ Function/School to (i) ensure that mission critical tasks are completed during the incident recovery phase and (ii) to accommodate full business recovery?

	<b>During the Recovery (temporary/hotdesk arrangements)</b>	<b>Accommodation required for full recovery</b>
Number of Staff required to be onsite in Department/ Function/School		
Key operating requirements and numbers required e.g. Desk space required (including phone, chair etc.)		
IT facilities (laptops, PCs, printers etc.)		
Access to records (for hot desk arrangements only)		
Physical storage space (for full recovery only)		

Q5. Outline manual processing steps or workarounds that can be taken if information technology applications are unavailable?

Q6. Identify which non-computer based documents or records are vital to the continued operation of the Department/Function/School

Q7. Describe how the documents can be recovered or reconstructed?

Q8. Identify any documents which should be protected from Business interruption for statutory/regulatory reasons and the protection measures to be taken.

Q9. Are you dependant on any third parties for part or all of the delivery of a mission critical activity? Yes ☐ No ☐

If yes, please confirm that the third party has an appropriate continuity plan in place.

Yes ☐ No ☐

Q10. As a result of completing this questionnaire have you identified any actions/recommendations you would consider relevant to your Department/Function/Schools successful recovery from any unforeseen event causing disruption? Please outline below

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Q11. Are there any particular threats which you would consider a risk to the smooth operation of your Department/Function/School? (loss of key personnel, lack of documented procedures)

## Appendix G

### DIT CRITICAL INCIDENT COMMUNICATION PLAN

The following procedures should be followed in the event of a Critical Incident directly affecting students of members of staff of Dublin Institute of Technology; or an external incident which has the potential to have serious consequences for DIT.

Communication will be coordinated by Public Affairs in consultation with the Critical Incident Management Team and the President.

#### **Nature of notified incident:**

Assess the nature of the incident and prepare a succinct description, stating whether it is an accident, emergency or an ongoing situation. In the event of an accident or emergency include details of actions taken by DIT and whether the safety of those involved has been secured. This information log should be updated throughout the duration of the incident.

#### **Potential risk to reputation of organisation:**

Describe in brief how the reputation of the Institute may be affected by the incident.

#### **Communication issues arising:**

Provide accurate and timely information to colleagues and students:

- Information will be delivered by various channels to the appropriate cohort of staff and students who are adversely affected. This may include all staff or all student emails or targeted email lists by building. Urgent information can be sent to students via Texttool – a text to students' mobile phones. *This is currently used to transmit registration and exams information. It can be sent to selected groups or all students and requires access to Infoview. Facebook and Twitter will be used when appropriate.*
- If appropriate, general information will be provided to students and staff not directly affected, to provide reassurance that there is an awareness of the incident and the situation is being managed

Clear information will be communicated to media, and media queries will be answered promptly and in a forthright manner to prevent miscommunication.

#### **Actions necessary:**

- Head of Public Affairs to meet with Critical Incident Management Team
- Assess the issue as it pertains to DIT as an institution, and to individual groups that may be impacted –students; members of staff; parents of students; general public; etc.
- Clarify DIT policy in relation to the nature of the incident
- Establish legal implications of communicating known facts to various audiences and determine what information should be communicated and to whom, e.g.:
  - Agree information to be communicated, method of delivery and spokesperson, to:
    - Chair of Governing Body
    - Members of Directorate
    - Individuals immediately affected by the incident
    - Student President
    - Relevant staff union representative
    - Media

**Establish any relevant background information:**

- Establish whether any previous incidents of this nature have taken place
- If there is a history, clarify how the issues were addressed and whether they concluded satisfactorily or are outstanding

**Guidelines for communication:**

- Clarify which CIMT member to receive and verify information from relevant external sources as appropriate – e.g., An Garda, family members, etc.
- Agree method of sharing new information with CIMT
- Plan clear information appropriate to each audience and disseminate as quickly as possible
- In the case of the media, all queries should be referred to Public Affairs **without comment**. Public Affairs will collate questions and will undertake to return with accurate information within a specific timeframe. CIMT should be briefed and responses formulated within that timeframe. As much information as possible should be provided, but without speculation as to outcomes.
- CIMT should nominate a spokesperson to comment if required. Spokesperson should have full support of CIMT in agreeing the level of detail to be made public and to outline actions taken by DIT in light of the information known. The choice of spokesperson will depend on the nature of the incident and the level of DIT involvement.

**Support for individuals involved in the incident:**

- If the incident arises as a result of action taken by a member(s) of staff or a student(s), due care should be taken to ensure that they receive (as appropriate):
  - Medical attention
  - Legal advice
  - Media advice
  - Spiritual support
  - Contact with members of their family
- Ensure that they have clear understanding of the incident and any implications for them