



Ollscoil
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University

Critical Incident Plan

Version 1.0

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Abbreviations:

- CIA Critical Incident Administrator
- CIC Critical Incident Coordinator
- CIP Critical Incident Plan
- CIR Critical Incident Room
- CIT Critical Incident Team
- ERT Emergency Response Team
- ECP Examinations Contingency Plan
- HoD Head of Department
- HoF Head of Function
- HoS Head of School
- SCIT Support to Critical Incident Team

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1.0 Overview

This Critical Incident Plan provides a framework for managing the University's response to an event that poses a significant threat to people, property, reputation, or service delivery and which require special measures beyond the day to day to restore operations to normal.

2.0 Purpose

ATU shall meet its requirements for Emergency Preparedness in accordance with Section 11 of the Safety Health & Welfare at Work Act 2005 *'in preparing and revising as necessary adequate plans and procedures to be followed and measures to be taken in the case of an emergency'*.

The overarching aim of the Plan is to mitigate the impact of critical incidents on the University's core business and to facilitate community recovery and the restoration of normal services. Within that, key objectives are to:

- protect staff, students and visitors.
- secure the University's infrastructure and facilities.
- resume core business activities as soon as possible.
- maintain the University's good reputation.

Furthermore, the Plan:

- provides guidance for employees on the University's response to a critical incident,
- defines the roles and responsibilities of key staff members,
- establishes procedures for the implementation, testing and review of the Plan.

The Critical Incident Co-ordinator has delegated powers from the President to take measures as required during critical/major incidents and will report back to the President and University Planning Team/ Senior Management Board at the earliest opportunity.

In the event of a Critical Incident, due to the necessity of quick and effective decision making, the Critical Incident Team has the power to make, or require the making of urgent decisions that would under normal business circumstances be asked of a Committee. The Team will also have the power to override Function or local contingency plans where necessary.

3.0 Definitions

3.1 Critical Incident

A Critical Incident is an emergency event that involves serious injury or death, damage/ loss or financial threat causing a serious impact on the University's operations, likely to overwhelm, or could seriously affect the University's reputation.

Critical incidents can be emergencies that require immediate action; however, they can also have a slower trajectory or emerge from less serious incidents therefore allowing for a more considered response.

The threats, which directly affects staff/students have been identified in 4 broad categories:

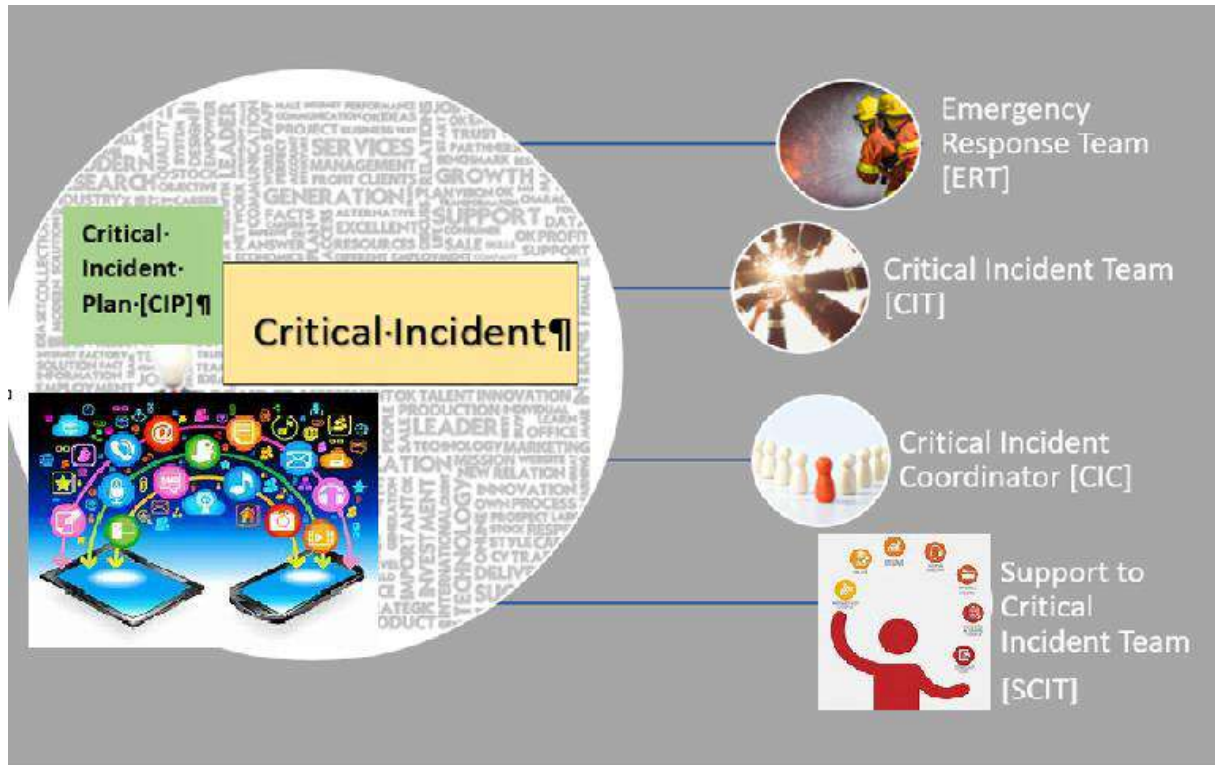
Examples:

Physical Chemical/Biological/Gas/Radioactive Extreme Weather – Storm, Snow etc. Failure of internal processes/ fraudulent activity Fire/Explosion Loss of service (electrical, water, or IT: loss of communication systems, cyber-attack) Natural Disaster Vehicular impact release	Security Bomb threat/Terrorism/Firearm Hostage situation Murder Occupation or Civil unrest Rape or Assault Suspicious object or parcel Cyber attack Vandalism/Aggravated Robbery/Violence
Health Contagion/Epidemic/Pandemic Contamination of Food, Water, or Air Missing Person Serious injury or Death Suicide or Threat of Suicide	External Event Any of the 3 categories happening outside university property To staff or students on University's business or Club/ Society activities. Where a specific link to the university is perceived Overseas event (political unrest or natural disasters).

If you have any doubt as to whether an event is a Critical Incident inform your superior immediately.

3.2 Critical Incident – Emergency Response Team & Critical Incident Team

Critical Incidents may require an immediate and local response and a management response from senior level. To outline the roles these personnel have been divided into the following teams.



3.2.1 Emergency Response Team

The Emergency Response Team (ERT) comprises of campus personnel, who **respond to the incident** and they will **inform their line manager**, who **informs the senior manager** of the area, (e.g. Chemical spill in laboratory requires immediate action by ERT, as this response evolves it impacts on classes). Where the incident escalates, the **Critical Incident Team (CIT)** will be activated.

The most senior person on campus assumes the position of Critical Incident Coordinator (CIC), until such time as the President assigns responsibility.

The membership of the ERT may include:

Staff member

Contractor (Security, Electrician, etc.)

Goods/Services Provider

Event Organiser – on campus or behalf of university

Field Trip Organiser/Supervisor (national or international)

Placement Supervisor

Student Union

Clubs & Society officials

3.2.2 Critical Incident Team

A meeting of the Critical Incident Team (CIT) will be convened in the event of any critical incident or if there is a high risk of a local incident escalating.

The CIT is responsible for minimising risks to people, property and reputation and ensuring business continuity.

This will usually involve:

- identifying risks and assessing the likely scale, duration and impact of the incident
- responding to the immediate operational and strategic implications of the incident
- establishing the University's priorities in responding in a timely way to the incident
- allocating resources to enable the agreed response
- coordinating internal and external communication
- liaison with external agencies
- planning for community recovery
- standing down the team and returning to normal operations

It may be necessary to establish sub-groups of the CIT to manage aspects of an incident or to co-opt individuals with specific expertise based on campus, department, location.

4.0 Scope

This Plan applies to all individuals working or involved in the activities of the university.

5.0 Roles and Responsibilities

5.1 Critical Incident Team: Roles and Responsibilities

The Critical Incident Team (CIT) comprises senior representatives of key organisational areas, who will manage the University's response to a Critical incident.

The primary membership of the CIT is as follows:

- Senior Manager – **Critical Incident Coordinator (CIC)**
- Vice President(s) Finance & Corporate Affairs
- Registrar(s) & VP Academic Affairs
- Student Services Manager(s) / Academic & Student Affairs Manager(s)
- Human Resource Manager(s)
- Communications Manager & Marketing & Communications Officer(s),
Marketing Manager
- Estates & Capital Managers
- IT Manager(s)

The contact details for each member (and their nominated reserves who will assume responsibility in the absence of any member listed above) are contained in [Appendix H](#).

To ensure effective coordination and communication, members of the CIT **must** nominate alternates at the outset, should they be unavailable for a period of time or for CIT meetings.

Others with relevant experience, knowledge or expertise may be invited onto the CIT if determined appropriate by the CIC in light of the incident being managed. For example, where the incident affects or has the potential to impact on a student and/or group of students, the relevant Head of Faculty/ Function (or nominee in their absence), and the Students' Union President will join the CIT.

Whilst it is not necessary for the President to be a member of the CIT, as they are ultimately responsible and accountable for university activity and incidents, the CIC will ensure the President is kept engaged and fully informed as a matter of priority. The President has primary responsibility for liaising with the Governing Body and representing the University in the media.

The following list of responsibilities is not intended to be exhaustive. It aims to outline the primary areas of expertise and contribution of members of the Critical Incident Team.

All members will develop and maintain incident/ emergency response checklists and procedures for their area of responsibility.

All members will contribute to the implementation of business continuity and community recovery plans as necessary.

5.2 Critical Incident Coordinator (CIC)

The Critical Incident Co-ordinator has delegated powers from the President to take measures as required.

The CIC, as Chair of the Critical Incident Team, in consultation with members will:

- decide if and when a Critical Incident Team response should be initiated
- lead and coordinate CIT meetings and the University response
- report back to the President and University Planning Team/ Senior Management Board advise on governance issues and information provided to Governing Body
- ensure rooms are equipped for critical incident coordination
- delegate specific actions and ensure they are completed
- authorise the establishment of a Critical Incident Team coordination centre if required
- approve emergency spend which is outside of usual budget limits
- ensure records are kept (time & event log etc.)
- secure advice on legal issues as necessary
- provide advice in relation to the University's insurance provision, having sought advice, and ensure engagement with the University brokers, insurers and loss adjusters as required
- provide advice on health and safety issues
- ensure liaison point for the Chaplaincy

5.3 Support to Critical Incident Team (SCIT)

The Critical Incident Coordinator (Chair) will appoint a Support to Critical Incident Team (SCIT)

- coordinates the administrative support, communications, room, and equipment required by the CIT
- maintain an accurate record of all decisions made, actions taken and costs incurred during the incident
- maintain a dynamic risk register and ensure that all relevant documentation is available either electronically or in hard copy
- ensure that all the 'house-keeping' needs of the CIT are met

5.4 University Registrar & VP Academic Affairs

- advise on the potential impact for all Registry-related processes (e.g., student progression, assessment and achievement; the academic calendar; student record management; appeals, complaints and student discipline; changes to programmes of study and the management of quality and standards) both in general terms and for individual student(s)
- oversee access to university student records as required
- authorise the release of student information
- ensure maintenance of Library services or establish services from an alternative location
- coordinate campus, residential and student support services response for affected students (and families as appropriate)
- arrange support to students, staff, families, and friends affected by the Critical Incident

5.5 Student Services Manager

- assess student needs and provide support to affected students and families
- facilitate contact with friends and families of students affected
- establish a recovery room if required
- liaise with Chaplaincy in relation to student and staff services
- liaise with local services

5.6 Human Resource Manager

- ensure support to staff and anticipate employment issues including provision of staff and emergency contact details for Gardaí and emergency services
- manage access to employee records
- manage industrial relations, including briefing trades unions where appropriate

5.7 Information Technology Manager

- manage emergency telephone systems and plan for recovery
- ensure IT services are functioning
- in the case of an IT outage, plan for reestablishment of services and make arrangements for alternative provision of priority services
- advise on issues of technological resilience and recovery
- advise on issues of information security

5.8 Marketing / Communications Manager / Officer

- coordinate internal and external communication
- set up a media and press briefing centre (if required)
- monitor media reports and social media commentary and liaise with media
- provide regular updates to CIC and members of CIT regarding local and national media coverage.
- See [Appendix D](#) & [Appendix E](#)

Note: For external communication purposes, the Head of Communications may be the nominated university spokesperson and their job title altered to reflect this.

5.9 College based Estates/ Building & Estates/ Facilities Manager*

- maintain an up-to-date list of the mobile telephone numbers of the members of the CIT and relevant services and ensure appropriate access to the list
- ensure the coordination of evacuation and/or redirection of people and traffic
- coordinates the security response, including liaison with emergency services and control of building access
- provide operational support to emergency services
- ensure buildings are safe and infrastructure services are functioning
- manage termination of services and repairs to buildings and infrastructure
- liaise with utilities companies and implements remedial works
- identify and facilitate alternative accommodation and workspaces

* from here on referred to as 'Estates'

5.10 Co-opted Members

Consideration will also be given as to whether to invite certain specialists/advisors to CIT meetings either on a one-off or continuous basis to assist with communication and coordination of activity.

Such individuals could be the

- Chaplain
- VP for Research & Innovation
- International Engagement
- Health & Safety Officer

- Student Health Services
- Head of Maintenance
- Event Co-ordinator

Depending on the severity and breadth of impact of the incident, it may be necessary to co-opt other members of the Senior Management. This will be given due consideration by the CIC when convening the first meeting of the CIT.

In the event of student death or other incident having the potential to significantly impact on students the following will usually be co-opted as members of the Critical Incident Team:

For Example:

- Chaplain
- International Engagement
- Head of School

5.12 Head of Faculty/ Department

- ensuring that accurate and concise information, as pre-approved by the University Crisis Management Team, is provided to all parties in a timely fashion
- coordinate communication and support for students and staff in the School/ Department area and anticipate academic implications
- advise on the potential impact on teaching and learning activities
- ensure continuity of School operations by implementing the necessary response
- ensure academic continuity by implementing the necessary response
- monitor the practical and emotional needs of staff and students and seeks assistance to meet these if required

5.13 Students' Union President

- liaise with the Students' Union members
- liaise with relevant clubs and societies
- provide intelligence about student needs and concerns
- facilitate and coordinate student volunteers
- contribute to communication of key messages to students

To assist the team in its duties a CIP checklist (non – exhaustive) of possible actions is provided in:

- [Appendix B](#): Protocol & Scenario Checklist

6.0 Critical Incident Plan Activation

Any student or staff member, upon discovering or being notified of an incident, should call the relevant number on the University's Emergency Contact List (112/ Internal response contact numbers).

On receiving notification of a Critical Incident, the President or Head of College shall appoint a Critical Incident Coordinator (CIC) The Critical Incident Coordinator will contact the Critical Incident Team (CIT). If the President or Head of College cannot be contacted, one of the following should be contacted:

- Head of Campus
- Registrar & VP Academic Affairs
- VP Finance & Corporate Services

On many occasions the seriousness of a situation will be obvious, however in others, such as those involving University reputation, the position may be less clear. Where time and circumstances allow, the CIC will gather available information about the incident to inform their decision on whether to call the CIT together.

In the event of the CIC convening the CIT, members will be contacted by telephone, or email depending on the nature of the emergency and the response required.

Contact details are included within the **Emergency Call-Out Directory** maintained by each Head of Function. This call-out list is reviewed and updated on a regular basis. Members of the CIT and their deputies are required to inform the CIC of any change in their contact details or availability which may impact on their capacity to participate as a member of the CIT.

When called upon in an emergency situation, all members of the CIT must attend meetings unless away from the University and unable to do so. If any member of the CIT is unable to attend they or the Critical Incident Coordinator (CIC) should request their nominee to attend.

A Critical Incident room will be identified and equipped for critical incident coordination. See [Appendix G](#).

6.1 Escalation Framework

The following levels of escalation determine the relevant response to incidents.

LEVEL THREE

- Minor injuries
- Loss of Information Technology for up to 3 hours
- Potential exposure of incident to the media
- An incident that requires decisions to be made by senior staff/management
- A 'normal' day to day incident
- An incident that is already covered by guidelines/policies
- An incident that can be handled by university staff members (i.e. Emergency Response Team)



LEVEL TWO

- Significant trauma to a member of staff/student/member of the public
- Loss of Information Technology for up to 5 hours
- Potential involvement of media on campus
- An incident that results in cost to the University
- Incident that requires a decision by a Senior member of staff (Vice President/ Head of College)



LEVEL ONE

- Critical injury
- Death to a member of staff/student/member of public Operations of University are critically impacted
- Loss in Information Technology for more than five hours
- Involvement of national and international media on campus
- An incident that results in significant cost to the University
- Incident that requires a decision by a Senior member of staff (Vice President/ Head of College)

6.2 Critical Incident Room (CIR)

The Critical Incident Room (CIR) is the control room for the implementation of the University's Critical Incident Plan. It is the role of the CIC to identify and establish the room as CIR.

Where necessary the Support to Critical Incident Team (SCIT) will liaise with Estates / IT to arrange necessary facilities/equipment see [Appendix G](#).

Rooms may be required for: Medical Team/Staff/Family/Counsellors. Locations have been identified as appropriate to be used (depending on availability) in the event of a Critical Incident:

See [Appendix G](#).

6.3 Call Centre

In the event of a focused call centre being required, this will be managed by the IT Manager.

6.4 Guidance for Critical Incident Coordinator

6.4.1 On notification of Incident

- Establish facts as known.
- If incident on university property, ensure affected area has been secured by caretaking/ security and Emergency Services contacted as appropriate. If necessary, ensure danger areas have been evacuated.
- Establish, if appropriate if all staff, students and known visitors accounted for.
- Ensure Reception/Switchboard/ Communications Manager are made aware of incident.
- Decide whether to invoke the Critical Incident Plan.

Where an incident occurs that has the potential to become a critical incident, the CIC will inform all CIT members to be on standby and available.

6.4.2 In event that Critical Incident Plan is invoked:

- If appropriate, identify Critical Incident Room and Support to Critical Incident Team (SCIT) to contact appropriate managers re: room, equipment, IT, and communication systems.
- Support to Critical Incident Team (SCIT) to contact Critical Incident Team to call to meeting.
- In the event that the CIT will convene on TEAMS the CIC shall set up the TEAM.

6.4.3 First Meeting of Critical Incident Team (CIT)

- Brief the CIT on the nature of the Critical Incident. Establish the facts:
- What's happened/what do we know?
- When did it happen?
- Who is affected/has the potential to be affected (including the names of deceased, injured if appropriate and known)?
- Are any students/staff particularly vulnerable?
- What actions taken so far?
- Has there been/is there likely to be external interest (media, HSA, Gardaí, etc.)?
- What is being said on social media?
- Can business be continued?
- Identify whether further information is needed.
- Agree on the 'type' of incident as detailed in the Critical Incident Plan.
- Agree who needs to attend Team meetings, including co-opted and experts.
- Confirm roles and responsibilities on the CIT.
- Ensure individuals access their local plans (where appropriate).
- Agree alternates for CIT members.
- Decide what needs to be done (if anything) in relation to:
 - Property (obtain plans if needed)
 - IT systems
 - People
 - Communications: who needs to know what's happened internally and externally?

Agree:

- Immediate/priority actions needed to contain the incident and ensure the welfare of people.
- Medium term actions.
- Longer term actions.
- Timescales.
- Allocate responsibilities amongst CIT.
- Agree frequency of meetings.
- Do a final check to make sure everything has been considered.

6.4.4 Managing the Incident

- Co-opt other members as required
- Ensure an accurate record of events and decisions is kept by the Support to Critical Incident Team (SCIT)
- If the incident becomes protracted, the CIC should consider using nominates to allow CIT members to rest and attend to welfare issues
- Ensure all matters are being picked up and good flow of communication.

Reflect on:

- are there any students or staff who are particularly vulnerable?
- how is business continuity being affected?
- are we engaging effectively with external agencies, e.g. emergency services?
- are we engaging with/ effectively supporting families, as appropriate?
- is additional support required for the CIT?
- is the Incident Room resourced appropriately?
- decide when the CIT can cease to operate
- agree process for post-event evaluation and debriefings
- are there examinations taking place?

6.4.5 Business Continuity

The Critical Incident Team will assess the impact of the incident on the normal activities of the university and decide on a business continuity strategy in the short and medium term.

6.4.6 Statutory and Governance Notifications

The Critical Incident Co-ordinator will ensure that all statutory notifications are completed and that the Governing Body is appropriately apprised of the issues where appropriate.

7.0 Critical Incident Team Responsibilities

The Critical Incident Team shall follow the Flow Chart in [Appendix A](#) and the Protocols & Scenarios set out in role and suggested responsibilities in [Appendix B](#)

7.1 Scenario Examples

The following scenarios that might arise which require the CIP to be activated are developed primarily for crises that arise during normal operational hours.

It is recognised that the majority of scenarios described here may also occur outside normal hours and additional considerations in these instances need to be taken into account.

*An **Outside Normal Hours Emergency Protocol** set out by Estates Manager/ Head of Function (to be completed) is referred to first and acted upon before implementing the scenario that best fits the crisis that arises.*

7.2 Contact Numbers

The following Contact Numbers are outlined in [Appendix H](#).

- Emergency contact details for Critical Incident Team(s).
- Details of Emergency Service Providers.
- Details of stakeholders, third parties (building occupiers), and neighbouring relevant to each campus.

8.0 Policy Statement

ATU is committed to managing any critical incidents within our university community through the adaption of this plan.

This plan is in accordance with the requirements set out in:

- Safety Health & Welfare at Work Act (S11 Emergencies)
- [Critical Incident Preparation and Planning](#) (May 2021)
Critical Incident Guidelines Department of Education
- Office of Emergency Planning (gov.ie)
[A Framework for Major Emergency Management](#) 2006

9.0 Compliance/ Monitoring and Review of Plan

All staff will have access to the Critical Incident Plan via [ATU Policies & Procedures Hub](#)

Members of the Critical Incident Team will each be provided with two copies of the Critical Incident Plan, one to be retained in the office, the other for home use.

Copies of the plan will also be held at the estates' offices/ receptions.

A copy of the plan will be provided to the Students' Union and other external organisations with a presence on the university's campuses and local emergency services.

Specific training will be provided for members of the Emergency Response and Critical Incident teams. Desktop simulation, with external input every two years, and an annual 'walk-through' to ensure familiarisation with all plans and to test the efficacy of this plan.

This plan will be reviewed annually by the Critical Incident Team at the end of each academic year.

Responsibility for the maintenance, revision and dissemination of the Critical Incident Plan lies with the nominated university Critical Incident Coordinator.

9.1 Post-event Evaluation

Following any critical incident, the CIC will be responsible for ensuring the evaluation and debrief of the effectiveness of the University's response. A meeting of the Critical Incident Team (CIT) will be called, including any members co-opted for the purposes of managing the incident. The team will:

- evaluate the effectiveness of the procedures and performance in those departments who were involved in the incident
- evaluate the timeliness of their actions
- record any problems in relation to practice, communication, or availability of physical/finance/staffing resource
- reflect on any learning in terms of whether the incident could have been avoided or whether steps could be taken to mitigate impact should a similar incident happen again
- record any changes needed to local Faculty/Function/Area/Department plans to ensure a more efficient response if a similar incident occurs again

The Support to Critical Incident Team (SCIT) will formally record the evaluation and notify relevant parties of follow up action needed.

In addition, arrangements will be made to meet with the people who were affected by the incident for debriefing purposes and to make sure everyone has been appropriately supported. Support may need to be ongoing.

Appendices

[Appendix A Critical Incident Responsibilities: Flowchart](#)

[Appendix B Protocols & Scenarios](#)

[Appendix C Examinations Contingency](#)

[Appendix D Internal Communications](#)

[Appendix E Media Statements](#)

[Appendix F CIP Issue List](#)

[Appendix G Campus Critical Incident Room / Emergency Room \(s\) Room Set Up & Equipment](#)

[Appendix H Contact list: Critical Incident Team/ Emergency Service Providers, Support Staff and Contractors](#)

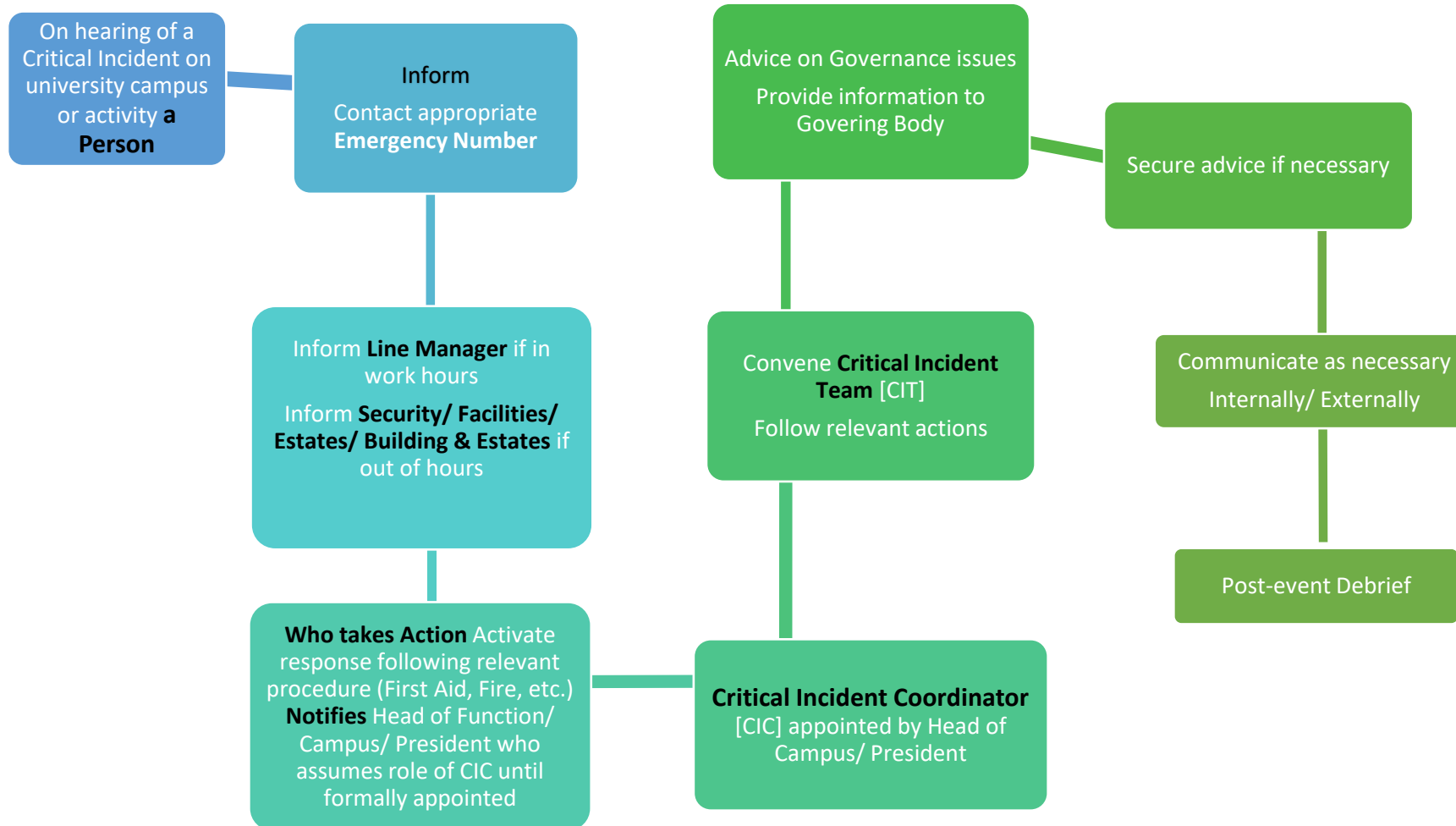
[ATU Donegal](#)

[ATU Sligo](#)

[ATU Galway – Mayo](#)

Appendix A Critical Incident Responsibilities: Flowchart

Critical Incident Plan – actions to be taken



Appendix B Protocols & Scenarios

- [B1](#) General roles and suggested responsibilities
- [B2](#) Critical Incident Protocols Staff incident: including death on campus, or multiple staff deaths (on or off campus)
- [B3](#) Critical Incident Protocol: Student incident while on a university activity (including death of a student of multiple deaths; potentially fatal illness/injury, student formally reported as missing.)
- [B4](#) Critical Incident Protocol: Serious accident or fatality on campus
- [B5](#) Critical Incident Scenario: Suicide or Suicide threat on campus
- [B6](#) Critical Incident Scenario: - Serious injury or fatality occurring off campus
- [B7](#) Critical Incident Scenario: - Serious assault or rape on campus
- [B8](#) Critical Incident Protocol: Incident impacting physical estate *including loss of university building or complete loss of ATU campuses*
- [B9](#) Critical Incident Scenario: - *Event resulting in significant loss of use of buildings or significant parts of buildings including possibility of serious injuries and/or fatalities*
- [B10](#) Critical Incident Scenario: - *Exceptional or prolonged loss of critical utility / service (e.g. power, oil, gas or water).*
- [B11](#) Critical Incident Scenario: - *Release of toxic gas, chemical or radioactive substance or other airborne contaminant (either accidentally or intentionally) leading to airborne contamination on the University campus and perhaps to adjoining areas.*
- [B12](#) Critical Incident Protocol: IT infrastructure failure: *including loss of main server or all servers*
- [B13](#) Critical Incident Protocol: External threat (including terrorist threat or acts of war)
- [B14](#) Critical Incident Scenario - Riot, civil unrest or major unplanned protest affecting the University's operations
- [B15](#) Critical Incident Scenario - *Bomb scare communicated by phone to the University.*
- [B16](#) Critical Incident Scenario Discovery of suspicious device or parcel on campus.
- [B17](#) Critical Incident Scenario - Hostage taking or dealing with person(s) harming or threatening to harm staff member, student or members of the public within buildings or on campus.
- [B18](#) Critical Incident Protocol: Health threat: Contagious Diseases (Pandemic, Flu)
- [B19](#) Critical Incident Scenario - Presence on campus of an infectious or communicable diseases likely to be of concern to students, staff and general public
- [B20](#) Critical Incident Scenario - Suspected food, beverage or water contamination evidenced by a multiplicity of reported cases.
- [B21](#) Critical Incident Protocol: Reputational Impact
- [B22](#) Critical Incident Protocol: Other Scenarios not defined

Appendix B1 General roles and suggested responsibilities

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resource Manager	Information Technology Manager	Communications & Media & Social Media Officers	Support to Critical Incident Team (SCIT)
Immediate actions (day of occurrence) – follow own incident checklist					
<ul style="list-style-type: none"> Provides CIT members with relevant details of deceased and affected students Anticipates SITS and timetable implications and mitigate impact Updates student records Liaises as required with partner organisations Obtains student details for emergency services Maintains Library services or establish essential services from an alternative location 	<ul style="list-style-type: none"> Coordinates campus, residential, and support services for affected students Provides immediate on-the-scene care Arranges alternative accommodation and services if required Provide operational support to emergency services 	<ul style="list-style-type: none"> Coordinates support for affected staff Obtains staff details for emergency services 	<ul style="list-style-type: none"> Manage emergency telephone systems Ensures all IT services are functioning or make arrangements for alternative provision of priority services. 	<ul style="list-style-type: none"> Coordinates internal and external communication and monitor media reports Establishes call centre if required Provides communications releases and advice Monitors social and mainstream media 	<ul style="list-style-type: none"> Supports CIC to phone CIT members Identifies Critical Incident Room and ensure appropriate equipment available Attends CIT meeting to take notes
Longer-term actions (day two onwards) – begin with CIT meeting to review and plan					
<ul style="list-style-type: none"> Works through implications for academic regulations Plans for recovery and re-establishment of normal services 	<ul style="list-style-type: none"> Arrange ongoing support for affected students Liaise with families re student issues Plans for recovery and re-establishment of normal services 	<ul style="list-style-type: none"> Arrange ongoing support for affected staff Plans for recovery and re-establishment of normal services 	<ul style="list-style-type: none"> Plans for recovery and re-establishment of normal services 	<ul style="list-style-type: none"> Manages media to ensure a consistent message is delivered Plans for re recovery and re-establishment of normal services 	<ul style="list-style-type: none"> Coordinates administrative support and communications for CIT Makes notes of all decisions made and maintains risk register

Appendix B2 Critical Incident Protocols: Staff Incident including death on campus, or multiple staff deaths (on or off campus)

<p>Critical Incident Coordinator</p> <ul style="list-style-type: none"> • Lead the Critical Incident Team • Update President, Governing Body, Head of College or Campus and senior managers • Monitor ongoing response to incident and manage risk • Liaise with relevant external organisations (Department of Foreign Affairs etc.) <p>President</p> <ul style="list-style-type: none"> • Issue Communications 	<p>Co-opted Member/s</p> <p>Chaplain Students' Union President (if appropriate)</p> <p>External Organisations</p>
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Staff Incident – action for Critical Incident Team members

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resources Manager	Estates Manager	Communications & Social Media Officers	Co-opted member: Head of School or Function or Campus
Immediate actions (day of occurrence) – follow own incident checklist					
<ul style="list-style-type: none"> • Monitor the situation and reflect on any interventions required of the CIC. 	<ul style="list-style-type: none"> • Inform Campus Services • Manager in case of queries 	<ul style="list-style-type: none"> • Obtain personal and next of kin details • Liaise with Gardai/authorities as necessary • Inform Head of School/Function • Inform VP of Finance & Corporate Affairs • Inform Chaplain • Inform & Liaise with H&S Officer 	<ul style="list-style-type: none"> • Contact and support emergency response - on campus incident (Ambulance, Security, Gardai, HSA) • Inform President & Head of College/ Campus • Monitor the situation and reflect on any interventions required of the CIC. 	<ul style="list-style-type: none"> • Establish if Media interest • Monitor social media • Manage any press contact 	<ul style="list-style-type: none"> • Inform employee's line manager • Inform senior colleagues • Support line manager in informing colleagues • Identify immediate support needs and essential communications
Longer-term actions (day two onwards) – begin with CIT meeting to review and plan					
<ul style="list-style-type: none"> • Continue to monitor and reflect on any additional contribution required from the directorate. 	<ul style="list-style-type: none"> • Ensure students (if appropriate) can access welfare support • Arrange counselling for students who witnessed incident (if appropriate) 	<ul style="list-style-type: none"> • Ensure colleagues can access welfare support • Arrange counselling for staff who witnessed incident (if appropriate) • Liaise with next of kin; address contractual issues • Liaise with Chaplain re quiet space in Chapel and service arrangements • Remove staff member from University website /literature/ databases 	<ul style="list-style-type: none"> • Continue to support, monitor, and reflect on any additional contribution required from the CIC. 	<ul style="list-style-type: none"> • All staff message (with HR Manager) • Manage external interest • Prepare press statement if required 	<ul style="list-style-type: none"> • Inform students (if appropriate) • Arrange support for staff and students with HR Manager • Manage employee's email and post • Manage ongoing local communications • Manage comms with external partners • Remove staff member from University website /literature

**Appendix B3 Critical Incident Protocol: Student incident while on a university activity
Including death of a student or multiple deaths; potentially fatal illness/injury, student reported as missing**

<p>Critical Incident Coordinator</p> <ul style="list-style-type: none"> • Lead the Critical Incident Team • Update President, Governing body, Head of College or Campus and Senior Managers • Monitor ongoing response to incident and manage risk • Liaise with relevant external organisations (Department of Foreign Affairs etc. • Secures legal advice as necessary and informs VP Compliance regarding University's insurance <p>President/ Head of College/ Deputy - Issue Communications</p>	<p>Co-opted Member/s Students' Union President:</p> <ul style="list-style-type: none"> • Identify if link to SU/If close friends known; provide support; monitor social media (liaise with Head of Communications - Media Relations)
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Student Incident – action for Critical Incident Team members

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resource Manager	Estates Manager	Communications & Social Media Officers	Co-opted member: Head of School /Department
Immediate actions (day of occurrence) – follow own incident checklist					
<ul style="list-style-type: none"> • Verify student(s) name and details • Identify next of kin • Suspend student record if required • Inform VP Compliance & Corporate Affairs 	<ul style="list-style-type: none"> • Inform Head of School • Inform Chaplain • Liaise with Gardai/authorities e.g. HSA as necessary • Liaise in conjunction with the HOD/ HOS with the HSA if incident on site • Inform Estates Manager • Ensure Staff and Student Services desk are briefed and refer any enquires to CIC 	<ul style="list-style-type: none"> • Continue to monitor the situation and reflect on any interventions required of the directorate. • Ensure Staff and Student Services desk are briefed and refer any enquires to CIC 	<ul style="list-style-type: none"> • Contact and support emergency response - on campus incident (Ambulance, Security, Gardai, HSA) • Inform President & Head of College/ Campus • Monitor the situation and reflect on any interventions required of the CIC. 	<ul style="list-style-type: none"> • Coordinate internal and external communications • Manage any press contact • Monitor social and mainstream media 	<ul style="list-style-type: none"> • Notify personal tutor, programme coordinator, and other colleagues • Arrange for students to be spoken to (with HOD) • Provide School info about student(s)
Longer-term actions (day two onwards) – begin with CIT meeting to review and plan					
<ul style="list-style-type: none"> • Advises on progress and award decisions, including posthumous awards if applicable • Ensure student record set correctly 	<ul style="list-style-type: none"> • Ensure students (if appropriate) can access welfare support • Maintain communications with external authorities • Liaise with Chaplain re quiet space in Chapel and service arrangements 	<ul style="list-style-type: none"> • Ensure staff aware of and able to access support (if appropriate) 	<ul style="list-style-type: none"> • Continue to monitor and reflect on any additional contribution required from the CIC. 	<ul style="list-style-type: none"> • Manages media to ensure a consistent message is delivered • All staff messages • All student messages 	<ul style="list-style-type: none"> • Communicate information to the School • Monitor support for staff and students • Liaise with family • Ensure ongoing support for students • Liaise with Health Centre (if appropriate) • Liaise with hospital and Coroner (if appropriate)

Appendix B4 Critical Incident Protocol: Serious accident or fatality on campus

Scenario - Serious accident or fatality on campus (e.g. as a result of a workplace accident, sports injury, sudden death or road traffic accident)

Implementation Check List

- 1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- 2) Establish and record the facts available about the incident.
- 3) The CIT will nominate Head of Function or Faculty to attend the accident/incident location (if appropriate) and report back to it.
- 4) Establish if the relevant emergency services have been contacted and if they are on site. If not contacted, or additional emergency services (e.g. Gardaí, etc.) need to be informed, this should be done.
- 5) Assign security or caretakers for each campus entrance to liaise with Emergency Services.
- 6) If appropriate check all Lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident
- 7) Ensure the room or area where the incident has occurred is cleared of all unaffected by the incident both emergency personnel and personnel as agreed.
- 8) Ensure that access to the area of the incident is possible for all emergency services.
- 9) Establish if any service provider/contractor is required to attend and if so activate call out through Estates Office on CIT.
- 10) Liaise with emergency services and act upon their advice.
- 11) Following consultation with Gardaí and other emergency services, Gardaí contact next of kin: involve chaplaincy/counselling staff as appropriate.
- 12) Inform the Health and Safety Authority.
- 13) Issue e-mail to staff and students on the incident and actions being taken.
- 14) Arrange counselling services for those who were present or witnessed the incident. A designated area/room should be agreed for this ([Appendix G](#)). Provide catering/beverage and any medical or other support services deemed necessary.
- 15) Issue pro-forma initial statement and follow up statement(s) on the incident to the Media.
- 16) Establish if the incident will impact on the course schedule/classes and agree what contingency arrangements are necessary.
- 17) Inform the University's Insurers of the incident.
- 18) Log the incident through the ATU H&S Incident Report form and report to Health & Safety Authority.
- 19) Once the incident is contained and all issues are addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Appendix B5 Critical Incident Scenario: Suicide or Suicide threat on campus

Implementation Check List

(A) If a Suicide has already occurred:

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident and the steps taken to date.
- (3) The CIT will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) Establish if the relevant emergency services have been contacted and if they are on site. If not contacted, or additional emergency services (e.g. Gardaí, etc.) need to be informed, this should be done.
- (5) Ensure that the room or area where the incident has occurred is cleared of all but emergency personnel and University personnel as agreed with CIT and that the area is cordoned off.
- (6) If appropriate the CIT should assign caretakers or security to the campus entrances to liaise with Gardaí and/or other emergency services arriving on campus.
- (7) Ensure that access to the area of the incident is possible for all emergency services.
- (8) Establish if any service provider or contractor is required to attend and if so activate call out through Estates Office representative on CIT
- (9) Liaise with emergency services and act upon their advice.
- (10) Gardaí will contact next of kin: involve chaplaincy staff as appropriate.
- (11) Inform the Health and Safety Authority if appropriate.
- (12) Issue e-mail to staff and students on the incident and actions being taken.
- (13) Arrange counselling services for those who were present or witnessed the incident through counselling/chaplaincy services subject to the wishes of the family. A designated area/room should be agreed for this. Emergency Room locations are identified at [Appendix G](#). Provide catering/beverage and any medical services deemed necessary.
- (14) Issue pro-forma initial statement and follow up statement(s) on the incident to the Media with the agreement of the Gardaí ([Appendix E](#)).
- (15) Inform the University's Insurers of the incident.
- (16) Log the incident through the ATU H&S Incident Report form.
- (17) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.
- (18) Establish if the incident will impact on the course schedule/classes or external events and agree what contingency arrangements are necessary and what communications should be issued to staff, students and others affected.
- (19) CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

(B) If there is a person on campus threatening suicide:

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident.
- (3) The CIT will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) Establish if the relevant emergency services, including the student counselling service, have been contacted and if they are on site. If not contacted, or additional emergency services (e.g. Gardaí, etc.) need to be informed, this should be done.
- (5) If appropriate the CIT should assign caretakers to each of the campus entrances to liaise with Gardaí and/or other emergency services arriving on campus.
- (6) If appropriate check all lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (7) Ensure that the room or area where the incident is occurring is cleared of all but emergency personnel and University personnel as agreed with CIT and the area cordoned off.
- (8) Ensure that access to the area of the incident is possible for all emergency services.
- (9) Agree with the emergency services if it is necessary to evacuate the area, building, etc. and arrange to do this in an appropriate manner (i.e. it may not be appropriate to sound evacuation alarms and caretakers acting as wardens may be necessary).
- (10) Establish if any service provider or contractor is required to attend and if so activate call out through Estates Office representative on CIT.
- (11) Liaise with emergency services and act upon their advice. The emergency services will employ whatever negotiation expertise is necessary and engage in dialogue with the person involved in the incident.
- (12) Gardaí to ccontact next of kin - involve chaplaincy/counselling staff as appropriate but only on the advice of the Gardaí and negotiators.
- (13) Arrange counselling services for those who were present or witnessed the incident through counselling services. A designated area/room should be agreed for this. Suitable rooms are designated at [Appendix G](#)
Provide catering/beverage and any medical services deemed necessary.
- (14) Establish if the incident will impact on the course schedule/classes or external events and agree what contingency arrangements are necessary and what communications should be issued to staff, students and others affected ([Appendix D](#)).
- (15) Relevant health and safety Incident Report should be completed.
- (16) Insurers should also be informed once the incident is addressed.

Appendix B6 Critical Incident Scenario: - Serious injury or fatality occurring off campus

Scenario - Serious injury or fatality occurring off campus of student or staff member engaged in University activities (e.g. site visits, international travel, study groups, etc.).

- (a) **CIT is contacted by President's Office and members to assemble in the Room** designated as the Critical Incident Room (CIR) for the duration of the Emergency.
- (b) **The President (or agreed reserve(s)) will chair the CIMT** and make decisions on specific actions as per check list at (c) below.
- (c) **Implementation Check List**
 - (1) Check and record CIMT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
 - (2) Establish and record the facts available about the incident.
 - (3) The CIMT may nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
 - (4) The Department of Foreign Affairs (DOFA) Tel: 01 408 2000 will need to be informed of incidents that occur abroad. Liaise with the DOFA and seek their advice on issuing statements, contacting next of kin, etc.
 - (5) Establish if any service provider or contractor is required to attend at the location on behalf of ATU.
 - (6) Liaise with Emergency services and act upon their advice.
 - (7) Gardai will contact next of kin: involve chaplaincy staff as appropriate. Once emergency services and DOFA are contacted.
 - (8) If incident occurs abroad travel arrangements for ATU representative and next of kin may need to be arranged.
 - (9) Inform the Health and Safety Authority.
 - (10) Issue e-mail to staff and students on the incident and actions being taken as appropriate.
 - (11) Arrange counselling services for those who were present or witnessed the incident. Local counselling service (if abroad) may be required.
 - (12) If appropriate or required issue pro-forma initial statement and follow up statement(s) on the incident to the Media.
 - (13) Establish if the incident will impact on the course schedule/classes and agree what contingency arrangements are necessary.
 - (14) Inform the college Insurers of the incident.
 - (15) Log the incident through the ATU Incident Report form and report to the Health & Safety Authority.
 - (16) Once the incident is contained and all issues are addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Appendix B7 Critical Incident Scenario: - Serious assault or rape on campus

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident and the steps taken to date.
- (3) The CIT will nominate a head of Function or School to attend the incident location (if appropriate) and report back to it.
- (4) Ensure that the victim is being cared for by University medical staff and that the emergency services have been contacted (Ambulance and Gardaí). It will also be necessary to arrange for University counselling services to be available and/or external experts in this area contacted.
- (5) Ascertain if the assailant is on campus and provide this information to the Gardaí/Gardaí Liaison Officer.
- (6) If appropriate the CIT should assign caretakers to each of the campus entrances to liaise with Gardaí and/or other emergency services arriving on campus.
- (7) Be prepared to isolate off areas of the campus and/or close entrances and buildings as required by the Gardaí.
- (8) Following consultation with the Gardaí, the Gardaí inform next of kin of the victim.
- (9) Arrange counselling and support services to any others impacted by the assault or rape including the family of the victim.
- (10) Following consultation with the Gardaí arrange for an appropriate media statement to be prepared and issued.
- (11) Examine any impact of the incident on the operations of the University and inform staff, students, and any external event organisers accordingly and appropriately. Examinations Contingency Plan may also need to be activated if appropriate ([Appendix C](#)).
- (12) If the assailant has not been apprehended consult with the Gardaí and make the necessary arrangements to safeguard campus users from any possible repeat assault. All staff and students are to be appropriately advised of safety and security arrangements being put in place. Once apprehended these special arrangements will be modified as appropriate.
- (13) The University's Insurers should be informed of the incident.
- (14) Relevant health and safety incident reports should be completed and processed.
- (15) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

**Appendix B8 Critical Incident Protocol: Incident impacting physical estate including loss of building or complete loss of campuses
Through severe weather or otherwise, power outage, situation requiring all-site evacuation (e.g. bomb threat)**

<p>Critical Incident Coordinator</p> <ul style="list-style-type: none"> • Lead the Critical Incident Team • Update President, Governing body, Head of College or Campus and senior managers • Monitor ongoing response to incident and manage risk • Liaise with relevant external organisations • Secures legal advice as necessary and informs VP Finance & Corporate Services regarding University's insurance <p>President/ Head of College/ Deputy: Issue Communications</p>	<p>Co-opted Member/s</p> <p>Head of Campus/ School/ Department</p> <ul style="list-style-type: none"> • Identify teaching delivery and timetable implications
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Incident impacting on the physical campus – action for Critical Incident Team members

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resource Manager	IT Manager	Communications & Social Media Officers	Co-opted member: Head of Estates
Immediate actions (day of occurrence) – follow own incident checklist					
<ul style="list-style-type: none"> • Provide details of student groups affected 	<ul style="list-style-type: none"> • Identify students affected and ensure accounted for. 	<ul style="list-style-type: none"> • Identify staff affected and ensure accounted for. • Agree immediate working plans and locations 	<ul style="list-style-type: none"> • Ensure all ICT services are functioning or make provision for alternative service for priority areas. • Anticipate operational and academic implications. • Ensure remote access to services and learning resources • Establishes call centre if required 	<ul style="list-style-type: none"> • Coordinates internal and external communication and monitor media reports • Provides communications releases & advice • Monitors social and mainstream media 	<ul style="list-style-type: none"> • Liaise with Security & Emergency Services to restrict access and/or evacuate. • Determines type and scale of building(s) affected. • Obtains maps/plans of affected areas • Identify alternative space
Longer-term actions (day two onwards) – begin with CIT meeting to review and plan					
<ul style="list-style-type: none"> • Anticipates implications for programme delivery and assessment • Monitors implications for student progress & award • Advises on contingency procedures for assessment • seek approvals • Maintains Library and priority Services from alternative locations if necessary • Set up online and telephone Library support 	<ul style="list-style-type: none"> • Ensure support for students as necessary 	<ul style="list-style-type: none"> • Advise on flexible working approaches strategies to ensure business continuity • Ensure payroll arrangements • Ensure support for staff as necessary 	<ul style="list-style-type: none"> • Plans for re recovery and reestablishment of normal services • Set up online and telephone IT support 	<ul style="list-style-type: none"> • Manages media to ensure a consistent message is delivered • Ensure regular internal communications 	<ul style="list-style-type: none"> • Identify alternative building arrangements. • Arrange alternative student accommodation (if appropriate) • Engage contractors/external advisors as required. • Manage salvage exercise (equipment etc.) • Manage termination of services and repairs • Liaise with utilities companies • Ensure buildings safe and infrastructure services in place prior to reoccupation

Appendix B9 Critical Incident Scenario: - Event resulting in significant loss of use of buildings or parts of buildings possibility of serious injuries and/or fatalities

e.g. explosion, fire, flooding, storm damage, crash/impact collision by vehicle or aircraft, etc.

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact or alert substitute or replacement.
- (2) Establish and record the facts available about the incident.
- (3) The CIC will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) If not already done assess quickly if the buildings should be evacuated.
- (5) Consider whether communications with neighbours may be required under guidance from the emergency services.
- (6) If appropriate check all Lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (7) Review site and building layout drawings so as to identify area(s) affected.
- (8) Review and record the actions already taken (i.e. if Emergency Services are on site, if First Aid services have been offered, if buildings are damaged or structurally unsafe have these been closed off following evacuation, if there are gas leaks, power failures or liquid/toxic spills have these been contained, etc.).
- (9) Immediately agree and record further actions to be taken and assign responsibilities for these.
- (10) Liaise through Estates Manager (or substitute named) with Emergency Services involved and brief CIT on advice being given by these services.
- (11) Where there are injuries or fatalities provide a room or rooms for use by the emergency services to deal with this on site (see [Appendix G](#) for list).
- (12) Remain in the Incident Room unless designated to take a particular action.
- (13) If necessary, agree the times to meet during the incident.
- (14) Issue e-mail, text messages and/or communicate with staff and students (full and part-time) evacuated to assembly points. Caretakers to act as message couriers where other communication channels on campus are either not functioning or are ineffective to use. (Use Pro-forma E-mail, text, and hard copy message templates in [Appendix D](#))
- (15) Contact any external event or conference organisers that are due to hold events at the University and may be affected by the crisis; inform them of their cancellation until further notice (This information should also be included in media release statements). (Ref - [Appendix E](#)).
- (17) Agree with Gardai information to be issued to families or next of kin of those affected. The University's chaplaincy and counselling services should also be engaged at this stage. To avoid families of those affected from the incident trying to gain access to areas, those being contacted should be advised not to do so until further notice.
- (18) Close or cordon off all entrances and place bollards across access roads etc. and assign Caretakers (and additional external security personnel from security contractors if necessary) to prevent all but emergency services from entering campus. Caretakers should be assigned to each of the entrances. Where families are attempting to gain access, this should be prevented in the interests of safety.
- (19) Agree statements to be issued to the press and media (Use Pro-forma templates at [Appendix E](#)) and assign the person to deal with all media and press enquiries. Also decide on whether a press conference is appropriate and decide on where this will be held and who will issue statements and answer questions at it.
- (20) Establish what impact the incident will have on the operations of the University and make decisions on how quickly operations can be resumed or what contingencies there are if facilities are badly damaged and inaccessible over a lengthy period. Contact staff and students in relation to any interim arrangements and in relation to any interruptions to activities whilst facilities are brought on line or substitute provisions agreed.
- (21) Depending on the circumstances and timing of the incident hot/cold drinks and food may need to be organised either by on- or off-site caterers for those affected.
- (22) If incident occurs during exam periods the Examinations Contingency Plan ([Appendix C](#)) should be activated.
- (23) Inform Insurers of the incident.
- (24) Log the incident on the ATU H&S Incident report form.
- (25) Once the incident is contained and all issues are addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within hours or days to discuss follow up actions. This is to be agreed before CIT is stood down.

Implementation Check List**(A) *Electrical Power Supply Failure***

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident.
- (3) The CIT will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) If it is established that the power failure has occurred as a result of network failure then Estates representative will contact ESB Networks to establish likely duration of supply failure.
- (5) If it is established that the power failure is a result of an on-campus network failure the Estates representative will advise the CIT of the likely cause and duration of the failure.
- (6) If appropriate check all Lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (7) The Estates representative will advise the CIT of the duration of emergency lighting available to facilitate safe evacuation of the building if required. It should be noted that evacuation must be called half an hour before emergency lighting is due to fail.
- (8) The IT Manager will take all the necessary actions to back up file servers and systems as necessary based on the likely duration of the power failure. The IT Manager will also advise the CIT in relation to the duration of e-mail services available to facilitate use of this system for communication purposes and also ensure that the text services are available to communicate with the University's staff and students.
- (9) It should be noted that the telephone system has up to 12-hour battery back-up and should be usable up to this point. If energy supply interruption is of a longer duration this should be considered in CIT planning.
- (10) As soon as the information above regarding the nature and likely duration of the power failure is known the CIT will arrange that all Schools and Departments are informed so that students and staff can be advised to vacate the University as deemed necessary. In particular, equipment and machinery should be switched off or isolated so as to avoid these operating unsafely when power is restored. If the campus is being evacuated Gardaí should also be informed.
- (11) If the incident is deemed serious enough to merit the hiring of standby generators the Estates Office will initiate this action through the designated contractor listed at [Appendix H](#).
- (12) If the interruption is of a shorter duration testing of systems may be required in readiness for commencement of University operations.
- (13) Staff and students (full and part-time) will be informed of the normal resumption date and arrangements via e-mail and text messaging (see [Appendix D](#)).
- (14) Any events organised for the affected period are to be cancelled and the organisers informed.
- (15) Appropriate media statement(s) as per [Appendix E](#) are agreed and issued.
- (16) If the incident coincides with examination periods, the contingency arrangements for the Examinations Office detailed at [Appendix C](#) are to be activated.
- (17) Relevant Incident Report form should be completed by the CIT and processed in the normal fashion.
- (18) If necessary, the CIT may decide that the incident requires that the University's insurers are informed.
- (19) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

(B) Gas or Oil Supply Failure during Winter Period (September-April)

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident.
- (3) The CIT will nominate a senior manager i.e. Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) Estates representative will establish from gas supply utility the likely duration of the supply interruption.
- (5) If appropriate check all Lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (6) Based on this information and the likely period where the buildings will become too cold for safe occupation decisions are to be made regarding scheduling of classes. If examinations are impacted this should be assured as the Examination Contingency Plan ([Appendix C](#)).
- (7) Staff and students are to be informed using pro-forma notices.
- (8) Media statements prepared as per [Appendix E](#).
- (9) All boiler and plant affected to be inspected by Estates Office and necessary safe lock down procedures implemented. Any burners or machinery should also be shut down or isolated so that on restoration of supply no system is left in an unsafe condition. In particular bunsen burners, boilers, etc., should be checked.
- (10) Gas supply company to be contacted by Estates Office representative to establish any specific health and safety and operational issue concerning the restoration of the supply and measures to be taken.
- (11) If the incident coincides with examination periods, the contingency arrangements for the Examinations Office detailed at [Appendix C](#) are to be activated.
- (12) Relevant Incident Report form should be completed by the CIT and processed in the normal fashion.
- (13) Depending on the circumstances, and whether any systems or plant have been adversely affected or resultant damage occurs, the University's insurers may have to be informed.
- (14) Once the incident is addressed the CIT should have a final windup meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

(C) Failure of Water Supply

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident.
- (3) The CIT will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) Estates representative will establish from the Local Authority the nature and likely duration of the supply interruption.
- (5) Based on this information and the likely period where the buildings will become unusable (catering services, toilets, laboratory supplies, impact on heating, etc.) decisions are to be made regarding scheduling of classes and other operations.
- (6) Staff and students are to be informed (Ref - [Appendix D](#)).
- (7) Media statements prepared (Ref - [Appendix E](#)).
- (8) All plant and systems affected to be inspected by Estates Office and necessary isolation procedures implemented.
- (9) Any specific health and safety and operational issues concerning the restoration of the supply to be evaluated and measures taken to ensure a safe restoration of the supply. This may include testing of potable supplies in the event of contamination being an issue.
- (10) If the incident coincides with examination periods and the absence of a water supply is a factor the contingency arrangements for the Examinations Office detailed at [Appendix C](#) are to be activated.
- (11) Relevant Incident Report form should be completed by the CIT and processed in the normal fashion.
- (12) Depending on circumstances, and whether any systems or plant have been adversely affected or resultant damage occurs, Insurers may have to be informed.
- (13) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident and the steps taken to date.
- (3) The CIT will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) If not already done contact the Gardaí and emergency services and act upon their advice.
- (5) If appropriate the CIT should assign security and/or caretakers to each of the campus entrances to liaise with Gardaí and/or other emergency services arriving on campus.
- (6) If appropriate check all lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (7) If contaminants are likely to be spread through ventilation systems arrange that all air handling units are shut and contact the HSA if appropriate.
- (8) Assist with any building or area evacuations necessary and advised by emergency services.
- (9) Make a room available for use by the Emergency Services and organise First Aid and other University Medical support staff to be available to assist.
- (10) In consultation with the emergency services the protocol for dealing with contacting any of the families of staff, students or members of the public directly affected by the incident should be agreed.
- (11) Depending on the nature of the incident it may be necessary to keep staff and students on campus and the provision of food and drinks should be arranged with catering services.
- (12) If the incident has impacted on adjoining areas to the campus it may be necessary for the campus facilities to be utilised as an emergency centre for some of the external population. The Emergency Room(s) designated ([Appendix G](#)) may need to be cleared and additional areas also used if advised by the emergency services. It may be necessary to identify an area on campus for decontamination tents.
- (13) The protocol for issuing Media statements on the incident (and the content of these) should be agreed with the Gardaí, HSE and emergency services.
- (14) The CIT should ascertain the effect of the incident on the restoration of normal operations, the need and extent of decontamination measures required and contingency plans should be discussed and agreed. It may be necessary to identify an area on campus for decontamination tents. The pitch area or grass areas may be most appropriate locations.
- (15) Staff and students should be contacted regarding the incident, any interim contingency plans, and the resumption of operations. If examinations are affected the Examination Contingency Plan should be activated ([see Appendix C](#)).
- (16) The University's Insurers should be informed of the incident.
- (17) Relevant health and safety incident reports should be completed and processed.
- (18) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

<p>Critical Incident Coordinator</p> <ul style="list-style-type: none"> • Lead the Critical Incident Team • Update President, Governing body, Head of College or Campus and Senior Managers • Monitor ongoing response to incident and manage risk • Liaise with relevant external organisations (HEA etc.) • Secures legal advice as necessary and informs VP Compliance regarding University’s insurance 	<p>Co-opted Member/s</p> <p>Teaching & Learning</p>
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IT infrastructure failure – action for Critical Incident Team members

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resources Manager	IT Manager	Communications & Social Media Officers	Co-opted member: Manager from department - Banner/ Agresso	Co-opted member: Estates
Immediate actions (day of occurrence) – follow own incident checklist						
<ul style="list-style-type: none"> • Advises on immediate academic implications • Liaise with external bodies affected by disruption 	<ul style="list-style-type: none"> • Establish impact on Security provision and CCTV • Establish impact on telephones • Brief Reception so know where to direct enquiries • Assist with student communications 	<ul style="list-style-type: none"> • Identify staff affected 	<ul style="list-style-type: none"> • Provides details of failure and impact on operations • Anticipates operational and academic impact • Engages external advisors as required. • Establish call centre if required • Coordinates technical staff for emergency response 	<ul style="list-style-type: none"> • Establish impact on external relationships and determine means of communication • Coordinate communication – staff and students • Monitor social and mainstream media 	<ul style="list-style-type: none"> • Provides expert advice on impact of failure and anticipated recovery needs and time • Provides advice on impact on core services 	<ul style="list-style-type: none"> • Provide advice on Estate implications • Ensure infrastructure services are functioning
Longer-term actions (day two onwards) – begin with CIT meeting to review and plan						
<ul style="list-style-type: none"> • Advise on longer-term impact on student academic experience and impact on regulations 	<ul style="list-style-type: none"> • Ensure support for students as necessary 	<ul style="list-style-type: none"> • Advise on staff contractual issues • Help identify alternative working options • Liaise with VP of Finance to secure payroll 	<ul style="list-style-type: none"> • Make arrangements for alternative provision of priority services • Plan for re recovery and re-establishment of normal services • Support Library & Learning Support with solutions to reinstate IT delivery 	<ul style="list-style-type: none"> • Ensure regular communications • Advise on issues with potential reputational impacts 	<ul style="list-style-type: none"> • Lead team to reinstate services • Keep CIT updated on progress and timescales 	<ul style="list-style-type: none"> • Plan for re recovery and re-establishment of normal services

IT to devise e.g. cyber-attack checklist

Appendix B13

Critical Incident Protocol: External threat (including terrorist threat or acts of war)

<p>Critical Incident Coordinator</p> <ul style="list-style-type: none"> • Lead the Critical Incident Team • Update President, Governing body, Head of College or Campus and Senior Managers • Monitor ongoing response to incident and manage risk • Liaise with relevant external organisations (HSA etc.) • Secures legal advice as necessary and informs VP Compliance regarding University's insurance 	<p>Co-opted Member/s</p>
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External threat – action for Critical Incident Team members

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resource Manager	IT Manager	Communications & Social Media Officers	Co-opted member: Estates
Immediate actions (day of occurrence) – follow own incident checklist					
<ul style="list-style-type: none"> • Identify any student cohorts who could be at risk • Support communication with relevant student cohorts • Ensure remote access to services and learning resources 	<ul style="list-style-type: none"> • Ensure Estates are briefed • Ensure police are informed of threat • Arrange for search of area if safe • Support decision regarding evacuation • Monitor situation if safe to do so • Contain impact (if possible) 	<ul style="list-style-type: none"> • Identify staff who could be at risk 	<ul style="list-style-type: none"> • Support emergency communications through IT systems • Secure IT systems, if possible, to facilitate continued communications 	<ul style="list-style-type: none"> • Establish communication means to support safety first and then business continuity • Ensure consistent and clear communications, including through website • Manage media interest • Determine press release 	<ul style="list-style-type: none"> • Organise the evacuation of the site/area of the site • Ensure relevant fire alarms are triggered if required • If safe to do so, ensure utilities and services which may cause further issue if damaged are shut down (e.g. by flooding/explosion) • Make available internal building plans to support action
Longer-term actions (day two onwards) – begin with CIT meeting to review and plan					
<ul style="list-style-type: none"> • Continue to monitor and reflect on any additional contribution required from the President. 	<ul style="list-style-type: none"> • Ongoing support for, and advice to, Estates 	<ul style="list-style-type: none"> • Provide advice on staff contractual issues if situation continues 	<ul style="list-style-type: none"> • Source a location for temporary learning centre 	<ul style="list-style-type: none"> • Maintain regular communications • Establish call centre to handle enquiries if needed • Monitor social media • Regular updating of web information 	<ul style="list-style-type: none"> • Ensure alternative accommodation or office space is available if evacuation continues

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident and the steps taken to date
- (3) The CIT will nominate a Head of Function of School to attend the accident/incident location (if appropriate) and report back to it.
- (4) If feasible the organisers of the protest should be met by members of the CIT to attempt to calm the situation and deal with the situation through University procedures or external mediation if this is appropriate.
- (5) If the situation cannot be contained or controlled through normal University procedures and/or where there is a likely risk of damage to persons or property, the CIT should call the Gardaí, inform them of the situation and request their assistance to deal with the situation. Security or caretakers should be assigned if feasible to each entrance of the University to liaise with Gardaí arriving on campus.
- (6) The CIT should provide every assistance and support requested by the Gardaí to deal with the situation. During the incident it may also be necessary to shut down electrical supplies to a particular building or the whole campus. This should be discussed with the Gardaí and any health and safety issues evaluated. All equipment should be switched off or isolated prior to power being restored.
- (7) Specific room(s) ([Appendix G](#)) may need to be allocated as a location for the treatment of injuries and University medical staff and first aiders should be contacted to assist in this area and to support the emergency services. Next of kin of any persons injured are to be contacted if necessary.
- (8) If deemed necessary other University counselling and support services should be organised through the University's Student Services team.
- (9) Any damages caused to property or equipment should be ascertained and relevant equipment suppliers and contractors contacted to replace equipment and/or repair damages so as to make the area(s) usable
- (10) The CIT should evaluate the impact on the incident and its effect on normal operations and any external events scheduled. Contingency plans may be required and should be agreed to enable the University's activities to be restored as soon as possible. This may involve activating the Examination Contingency Plan ([Appendix C](#)) if the incident occurs during the exams.
- (11) Staff and students will need to be informed of any likely disruptions to schedule and advised when normal activities (if affected by the incident) will recommence. The text service will be used for this.
- (12) Media statements should be prepared and issued by the CIT.
- (13) Relevant health and safety incident reports should be completed and processed
- (14) The University's Insurers may need to be informed.
- (15) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
This protocol deals with phone calls received in relation to a bomb being on campus. Part of this protocol involves verifying whether the call is deemed as authentic by the Gardaí. If it is so deemed the following steps are to be taken.
- (2) Establish and record the facts available about the incident and in particular report the presence of any unusual activity or device that has been noticed.
- (3) The Gardaí liaison officer dealing with the incident should attend the CIT or a nominee of the CIT should liaise with the Garda officer in charge.
- (4) If appropriate the CIT should assign caretakers or security to each of the campuses entrances to liaise with Gardaí and/or other Emergency Services arriving on campus.
- (5) The CIT will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (6) If deemed appropriate by the Gardaí the fire alarm should be sounded and the building evacuated in line with the Fire and Emergency Evacuation procedures. Based on advice from the Gardaí certain assembly points may need to be cordoned off if one or more devices are suspected of being near these locations (*see Fire & Emergency Policy for location of Assembly points*).
- (7) If appropriate check all Lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (8) Electrical, oil and gas supplies, on the advice of the Gardaí, may need to be isolated. This will be arranged by the Estates Office.
- (9) Based on the information received from the call and on the advice of the Gardaí the building should be searched by the Gardaí and/or Army as appropriate.
- (10) ER's should be designated for treating injuries in the event that a device detonates. These rooms should be located close to road and emergency ambulance access and in a location away from where device(s) are or are suspected to be.
- (11) Arrangements are to be put in place to communicate with those who have been evacuated to assembly points in the event that the whole campus is to be cleared. Caretakers should be assigned duties in this regard and liaised with by contact mobiles or radios only if it is deemed safe to use these devices by the Gardaí. If not appropriate all liaison between Emergency Services and assembly points will be by caretakers acting as official message couriers.
- (12) If device(s) detonate obey the instructions of the Gardaí and emergency services.
- (13) Arrange that first aid services and any other assistance required by the Emergency Services is arranged and provided and next of kin contacted.
- (14) Food and drinks provision may be required and should be arranged.
- (15) The effect of the incident on university services, external events, and the requirement for back up or interim accommodation should be considered, the necessary arrangements made and these communicated to staff, students and any external user groups affected.
If the incident coincides with exam periods the Examination Contingency Plan ([Appendix C](#)) may also need to be activated.
- (16) Relevant contractors as required are arranged to repair, consolidate and restore services. This will be arranged through the Estates Office member of the CIT once the damage, if any, is assessed.
- (17) Insurers may need to be informed particularly if a device(s) detonate and cause damage to buildings or injury to personnel.
- (18) Media statements are to be prepared (*as per [Appendix E](#)*) and issued.
- (19) Relevant health and safety incident reports should be completed and processed.
- (20) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

This scenario deals with a suspicious parcel, envelope or package being discovered in the incoming post or in a location on campus. The scenario is used where **no** phone or other warning is received.

The person discovering the parcel, envelope or parcel should in the first instance contact their immediate superior who should contact the Estates Manager*.

*Hereafter referred to as Estates

The Estates Manager should arrange to have the area where the device is located, sealed off and the Gardaí notified. The Emergency Services may also wish to locate a decontamination tent on the campus. The Estates Manager should liaise with the Emergency Services and agree (depending on the nature of the incident) where best to locate this. Areas such as the playing pitches or green areas should be considered as possible locations.

The Estates Manager then contacts the President's Office to arrange that the CIT is convened.

(a) CIT is contacted by President's Office and members to assemble in the Room designated as the Incident Room (IR) for the duration of the Emergency.

(b) The President (or agreed Deputy - CIC) will chair the CIT and make decisions on specific actions as per checklist at (c) below.

(c) Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident and the steps taken to date.
- (3) The Gardaí liaison officer dealing with the incident should attend the CIT (or the Estates Manager or other member of the CIT) should liaise with the Garda Officer in charge.
- (4) If appropriate check all lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (5) The CIT will nominate a Head of Function or School to attend the incident location (if appropriate) and report back to it.
- (6) The area where the parcel, device or envelope is located should be sealed off in accordance with Garda instructions. To do this the Estates Manager may need to call upon contractors if the sealing off process requires input from specialists outside of normal Estates staff on campus.
- (7) If appropriate the CIT should assign caretakers to each of the campus entrances to liaise with Gardaí and/or other emergency services arriving on campus.
- (8) If deemed appropriate by the Gardaí the fire alarm should be sounded and the building evacuated following the Fire and Emergency Evacuation procedures. Based on advice from the Gardaí certain Assembly points may need to be cordoned off if one or more devices are suspected of being near these locations or if a decontamination area or tent is to be located close to one of these areas.
- (9) Electrical, oil and gas supplies, on the advice of the Gardaí, may also need to be isolated. This will be arranged by the Estates Office representative on the CIT
- (10) Emergency Room(s) (ER) should be designated for treating injuries in the event that a device or parcel detonates or emits a substance. Suitable rooms in each building are listed at [Appendix G](#)
- (11) The HSA may also need to be contacted.
- (12) Arrangements are to be put in place to communicate with those who have evacuated to assembly points in the event that the whole campus is to be cleared. Caretakers should be assigned duties in this regard and liaised with by contact mobiles or radios if it is deemed safe to use these devices by the Gardaí. If not appropriate all liaison between Emergency Services and Assembly points will be by caretakers acting as official message couriers.
- (13) Media statements should be prepared and issued by the CIT.
- (14) If device(s) detonate obey the instructions of the Gardaí and Emergency services. Arrange that first aid services and any other assistance required by the Emergency services is arranged and provided and next of kin of those affected contacted.
- (15) Food and drinks provision may be required and should be arranged.

- (16) The effect of the incident on university services, external events and the requirement for back up or interim accommodation should be considered, the necessary arrangements made, and these communicated to staff, students and any external user groups affected. If exams are affected the Examination Contingency Plan may need to be activated.
- (17) Relevant contractors as required are arranged to repair, consolidate, and restore services. This will be arranged through the Estates Office member of the CIT once the damage, if any, is assessed.
- (18) The need for counselling and support services should be evaluated by the CIT and these services organised through the University's Student Services.
- (19) Insurers may need to be informed particularly if a device(s) detonates and cause damage to buildings or personnel.
- (20) Relevant health and safety incident reports should be completed and processed.
- (21) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident and steps taken to date.
- (3) The CIT will nominate a Head of Function or School to attend the incident location (if appropriate) and report back to it.
- (4) If appropriate the CIT should assign caretakers to each of the campus entrances to liaise with Gardaí and/or other emergency services arriving on campus
- (5) If not already done contact the Gardaí and act upon their advice.
- (6) If appropriate check all lifts to ensure persons are not trapped in lifts, particularly in those areas or buildings that may be affected by the incident.
- (7) Assist Gardaí with any building or area isolation or evacuation necessary and advised.
- (8) It will be important to cordon off the area affected and to prevent students, staff, or others from entering the area when the incident is occurring. The Gardaí's advice should be sought on how best to block access.
- (9) Make a room available for use by the Emergency Services and organise first aid and other University medical and counselling support staff to be available to assist. Suitable rooms in each building are listed at [Appendix G](#).
- (10) Under no circumstances should the person causing the incident be approached or challenged. All interactions are the responsibility of the Gardaí and every support requested should be provided.
- (11) In liaison with the Gardaí the protocol for dealing with contacting any of the families of staff, students or members of the public directly affected by the incident should be agreed.
- (12) Similarly, the protocol for issuing media statements on the incident (and the content of these) should be agreed with the Gardaí.
- (13) The CIT should ascertain the effect of the incident on the restoration of normal operations and contingency plans should be discussed and agreed including any plans necessary for examinations ([Appendix C](#)).
- (14) The effect on external events should also be considered and organisations affected contacted if necessary.
- (15) Staff and students should be contacted regarding the incident and the resumption of operations. Depending on the nature and outcome of the incident and the impact of it on staff and student's specific post-trauma counselling and support services should be organised by the CIT with the input of appropriate external experts.
- (16) The University's Insurers should be informed of the incident.
- (17) Relevant health and safety incident reports should be completed and processed.
- (18) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

<p>Critical Incident Coordinator</p> <ul style="list-style-type: none"> • Lead the Critical Incident Team • Update President, Governing body, Head of College or Campus and Senior Managers • Monitor ongoing response to incident and manage risk • Liaise with relevant external organisations (HSA etc.) • Secures legal advice as necessary and informs VP Compliance regarding University's insurance 	<p>Co-opted Member/s Student Health Unit</p> <ul style="list-style-type: none"> ☐ Provide professional advice and guidance on containing disease and preventing spread; produce factsheets/guidance; run briefings for students (and staff); set up ☐ Dedicated phone line: Student Health Unit may need to join CIT <p>SU President</p> <ul style="list-style-type: none"> ☐ Provide advice re impact on students and in particular about planned events that may need to be cancelled <p>Estates Manager</p> <ul style="list-style-type: none"> ☐ Restrict access to areas of campus
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Contagious diseases – action for Critical Incident Team members

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resource Manager	IT Manager	Communications & Social Media Officers	Co-opted member: Student Health Unit
Immediate actions (day of occurrence) – follow own incident checklist					
<ul style="list-style-type: none"> • Determines students affected/programmes of study • Advises on potential academic impact in relation to student absence 	<ul style="list-style-type: none"> • Determines students affected/at risk and provides guidance on absence. • Brief Accommodation team and ensure alternative student accommodation if required. • Advise H&SO and Chaplain • Advise Estates Manager re room cleans 	<ul style="list-style-type: none"> • Determines staff affected/at risk and provides guidance on fitness to work. 	<ul style="list-style-type: none"> • Ensuring remote access to services and learning resources • Ensure remote communication can be maintained for staff and students 	<ul style="list-style-type: none"> • Issue immediate guidance in particular for Reception and Student Advice Desk • Coordinate internal and external communications and monitor media reports • Establishes call centre if required • Monitor social and mainstream media 	<ul style="list-style-type: none"> • Inform Student Information Desk team in relation to managing queries • Alert Medical Centre and seek advice (as above) • Alert local Health Protection Team if necessary (Medical Centre may do this)
• Longer-term actions (day two onwards) – begin with CIT meeting to review and plan •					
<ul style="list-style-type: none"> • Monitors implications for student progress and award • Advises on contingency procedures for assessment • seek approvals • Advises on managing student absence 	<ul style="list-style-type: none"> • Advises on attendance strategies to ensure business continuity • Decisions re closure of accommodation – source alternatives 	<ul style="list-style-type: none"> • Advises on flexible working approaches and recruitment/attendance strategies to ensure business continuity • Ensure payroll arrangements 	<ul style="list-style-type: none"> • Set up online and telephone IT support 	<ul style="list-style-type: none"> • Manages media to ensure a consistent message is delivered • Ensures regular communications to staff and students • Cancel any events or conferences as necessary 	<ul style="list-style-type: none"> • Ongoing liaison with Health Centre and Public Health • Liaison with hospital

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement. **In this scenario the CIT should have the University's doctor (or Deputy) in attendance to offer specialist medical advice.**
- (2) Establish and record the facts available about the incident.
- (3) Through the University's doctor (or substitute as above) the relevant external public health bodies should be contacted for advice. Guidelines for dealing with the specific disease will be advised by the HSE. (e.g. meningitis, tuberculosis, mumps, pandemic influenza, COVID 19, anthrax, legionella outbreak, etc.)
- (4) In the case of Pandemic Influenza Outbreaks the HSE Health Protection Surveillance Centre should be consulted for guidance for third level colleges in preparing for such an outbreak. The website address is www.hpsc.ie which the CIT should refer to. The specific advice of the HSE Public Health contact and University doctor should be followed at all times by the CIT. The University's Pandemic Influenza Policy should also be referred to in conjunction with any available public health guidance.
- (5) On the advice received it may be necessary to call upon emergency services or other specialist services.
- (6) The isolation of certain areas may require contractors to be called. This will be organised through the Estates Office representative on the CIT from the contractors list.
- (7) Based on the advice received certain measures may be necessary to isolate or quarantine a section of the University and/or class or other group affected from other parts or groups. The manner of this isolation should be based on the advice of the University's doctor and other professionals from the HSE or emergency services attending the incident.
- (8) Tea, coffee, food/catering and medical or other supplies (if required) should be organised and made available at an agreed location.
- (9) When the area and/or group are isolated or quarantined as advised it should be established if the other areas of the University should be evacuated and if so whether those being evacuated are to be moved to any interim location for vaccination or other treatments as advised before leaving the campus.
- (10) The CIT should establish, based on advice, what decontamination or other measures are necessary and these should be arranged.
- (11) On the advice of the HSE, and dependant on the specific incident, the Emergency Room(s) (ER) listed at [Appendix G](#) may need to be brought into use and isolated appropriately depending on the nature and scale of the incident other additional rooms may also need to be identified, used, and isolated as appropriate.
- (12) It may also be necessary to close off and secure (with caretaking and security personnel) all vehicular and pedestrian entrances and access routes to the campus and to specific campus buildings.
- (13) If the nature of the infection is **not** requiring specific isolation of an area or group (e.g. outbreak of mumps, tuberculosis, etc.) the CIT should agree what response is necessary to ensure those affected are either sent to hospital or home and that those that have had contact with are identified, observed for any symptoms, vaccinated or treated as required and advised not to attend the University if that is recommended until any symptoms disappear.
- (14) The families of persons affected should be contacted and the treatments being administered or recommended advised.
- (15) Appropriate Media statements (see [Appendix E](#)) should be issued.
- (16) Decisions in relation to the restoration of normal services or contingency arrangements to cater for use of alternative facilities, etc., should be agreed by the CIT and this communicated to Schools, staff, and students. The Examination Contingency Plan ([Appendix C](#)) may also need to be activated.
- (17) Any external visitors, part-time students and those organising and attending events organised for the University should be contacted in relation to cancellations or closure of facilities.
- (18) In the case of an outbreak of Legionella the "National Guidelines for the control of Legionella in Ireland (2009)" published by the Health Protection Surveillance Centre and HSE should be referred to by the CIT.
- (19) The University's Insurers should be advised of the incident.
- (20) Relevant H&S incident reports should be completed and processed refer to HSA incident reporting.
- (21) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement. **In this scenario the CIT should have the University's doctor (or Deputy) in attendance to offer specialist medical advice.**
- (2) Establish and record the facts available about the incident.
- (3) On the advice of the University's doctor it may be necessary to report the matter to the HSE Environmental Health Officer (EHO).
- (4) The CIT will follow the professional advice and recommendations of the EHO and provide all samples of food, beverages or water requested for analysis.
- (5) If the water supply is suspected of being the source of the contamination the Estates Office will arrange to have the potable mains isolated and all drinking water fountains isolated and catering outlets advised not to use water supply until further notice.
- (6) If the source of the incident is food or beverage related all catering outlets are to be closed and vending machines (if suspected) disabled until the incident is fully investigated.
- (7) If those showing affects of water or food contamination are on campus they should be examined by the University's medical personnel and whatever actions advised by medical personnel put into effect.
- (8) If those affected are off campus the University's Doctor should liaise with the relevant medical practitioners/hospitals treating those affected so as to advise the CIT of any additional actions necessary
- (9) The families of those affected should be contacted by the University's doctor.
- (10) The CIT, on the advice of the University's doctor and EHO, should examine what if any alternative catering and water supply arrangements should be provided for staff and students.
- (11) The impact of the incident on the University's operations and on any planned external events should be considered and appropriate actions agreed.
- (12) All staff and students should be advised of the incident and of the actions being taken. In particular all should be advised not to consume any water and/or food on campus until further notice. This further notice should be provided after the incident is resolved and the likely cause of the contamination identified.
- (13) Media statements (see [Appendix E](#)) should be issued by the CIT.
- (14) Any external visitors, part-time students and those organising and attending events organised for the University should be contacted in relation to cancellations or closure of facilities
- (15) The University's Insurers should be advised of the incident.
- (16) Relevant health and safety incident reports should be completed and processed.
- (17) Once the incident is addressed the CIT should have a final wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Incident with reputational impact: *including visitor death or multiple visitor deaths on university property, criminal behaviour of employee or student*

<p>Critical Incident Coordinator</p> <ul style="list-style-type: none"> • Lead the Critical Incident Team • Update President, Governing body, Head of College or Campus and Senior Managers • Monitor ongoing response to incident and manage risk • Liaise with relevant external organisations (HSA etc.) • Secures legal advice as necessary and informs VP Compliance regarding University’s insurance 	<p>Co-opted Member/s</p> <p>Students’ Union President (if student incident):</p> <ul style="list-style-type: none"> • Identify if link to SU/If close friends are known; provide support; monitor social media (liaise with Communications & Social Media Officers)
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Incident with reputational impact – action for Critical Incident Team members

Registrar /VP Academic Affairs	Academic Affairs & Student Services Manager	Human Resource Manager	Governance Manager	Communications & Social Media Officer	Co-opted member: Head of School / Department or Function
Immediate actions (day of occurrence) – follow own incident checklist					
<ul style="list-style-type: none"> • Obtain student and programme details • Liaise with Gardaí if student incident 	<ul style="list-style-type: none"> • Obtain visitor details • Identify reason for visitor on site (if appropriate) • Inform H&SO (if appropriate) • Inform Reception where to direct queries 	<ul style="list-style-type: none"> • Obtain staff details • Identify reason for visitor on site (if appropriate) • Inform H&SO (if appropriate) • Inform Head of School/Department • Liaise with Gardaí (for nonstudent incident) 	<ul style="list-style-type: none"> • Monitor the situation and reflect on any interventions required of the directorate. 	<ul style="list-style-type: none"> • Establish press interest • Review social media • Coordinate internal and external communications 	<ul style="list-style-type: none"> • Provide emergency contact details if visitor incident • Inform senior colleagues and relevant staff • Speak to students on programme (if applicable)
Longer-term actions (day two onwards) – begin with CIT meeting to review and plan					
<ul style="list-style-type: none"> • Advises School re: academic regulations • Registry procedures 	<ul style="list-style-type: none"> • Ensure students can access support (if applicable) 	<ul style="list-style-type: none"> • Manage contractual issues (if staff member) • Ensure colleagues can access support (if applicable) • Continue to liaise with police and authorities 	<ul style="list-style-type: none"> • Continue to monitor and reflect on any additional contribution required from the President. 	<ul style="list-style-type: none"> • Manages media to ensure a consistent message is delivered • Monitors press and publicity around incident 	<ul style="list-style-type: none"> • Communicate information to the School • Monitor support for staff and students

Implementation Check List

- (1) Check and record CIT attendance and identify any designated area/person not represented that needs to be involved and make necessary contact to alert substitute or replacement.
- (2) Establish and record the facts available about the incident and the steps taken to date.
- (3) The CIT will nominate a Head of Function or School to attend the accident/incident location (if appropriate) and report back to it.
- (4) If the incident in question is not covered by (or is of a completely different nature to Scenarios above, the CIT should address a number of generic issues that broadly arise in all scenarios (e.g. assessing effect on operations, making the necessary contingency plans, contact emergency services, communicating with staff, students, families and media and identifying other supports (internal and external) that need to be activated, informing HSA/HSE, insurers and recording the incident and actions being taken).
- (5) When a general approach and actions are agreed by the CIT these should be recorded as an "Implementation Checklist" and the various measures as agreed activated.
- (6) CIT should, on completion of its work have a wind-up meeting at which future discrete actions are agreed. It may also be necessary to reconvene the CIT within days to discuss follow up actions. This is to be agreed before CIT is stood down.

Appendix C Examinations Contingency

The following are the Examination Contingency Arrangements which form part of the Critical Incident Plan:

If there is **due notice** (i.e. at least 24 hours) that the campus is unavailable for examinations:

- Alternative accommodation to be sought for examinations
- Caretaking Staff to be contacted and set up of venue requested.
- Tables and chairs to be sourced i.e. local school and delivered to new venue.
- Examination Papers to be moved to secure location in new venue.
- Students and staff to be informed of changes via website, e-mail, text.
- Venue to be arranged for collection of scripts and staff informed to collect scripts from new venue.

If there is **limited notice** (i.e. less than 24 hours) that the campus is unavailable for examinations:

- Next examination to be re-scheduled to a later time/date.
- Students and staff to be informed of changes via website, email, text.
- Alternative accommodation sought for existing examinations as above.

If the campus **suddenly** becomes unavailable (i.e. more than halfway through examination):

- Students to be removed from Examination Venues in line with University Evacuation Procedures. All scripts to be left on desks.
- During official examinations (i.e. December/ May/ August) Fire Wardens to be advised that students are not allowed to re-enter examination buildings unless permitted to do so by the Emergency Services or Fire Officer or his deputy.
- On return to the building students may not re-enter the examination venue until permitted to do so by the invigilator on duty.
- Examination scripts and sign in sheets to be retrieved by invigilators on return to the building.
- A decision to be taken by School Management in consultation with External Examiners as to whether sufficient time was given to the examination to provide for the marking of the script.
- Examination may be re-scheduled, and students will be advised if they are required to repeat the examination.

If the campus **suddenly** becomes unavailable (i.e. during the first hour of an examination):

- Students to be removed from the venue.
- If examination papers have not been provided to any students, then examinations can re-commence in the venue once the situation has been resolved or if possible moved to an alternative venue.
- If no alternative venue is available, then examinations will then have to be rescheduled.

NOTES:

- a specific class may be affected by a crisis to the point that their examinations would have to be rescheduled or postponed. Decision by School Management communicated in writing to Examinations Office.
- if an infectious or communicable disease meant the closure of the university, all examinations will have to be rescheduled.

If the Campus is unavailable for examinations access to Banner, Internet and Examination Scheduler is required. Currently the Examinations Officer has access to these services remotely.

Appendix D Internal Communications

Pro-forma Templates for Communicating with Staff, Students and External Bodies

Sample Pro-forma texts for issuing to Staff and Students (and External Groups programmed to use facilities or services and that may be affected by an Emergency incident) so as to provide information in relation to the particular incident that has led to the activation of the Critical Incident Plan

- Text of Pro-forma e-mail to Staff, Students (and External users likely to be affected) in relation to the incident.
- The text of this message will be issued also via text to staff and students
- Be posted to the [News section of the University website](#)
- Made available to the Receptionist.

SUBJECT: IMPORTANT EMERGENCY INFORMATION FROM THE PRESIDENT - PLEASE OPEN AND READ CAREFULLY

Atam/pm (delete as appropriate) today .../.../20.., the University activated it's emergency Critical Incident Plan (CIP) as a result of (insert text as appropriate

to describe the nature of the incident being dealt with or insert "a serious incident which is being investigated").

The Critical Incident Plan is expected to be in operation for the next (insert expected duration) _____ and you should keep accessing your e-mail and/or the news section of the university's webpage (<http://www>. for further updated information.

As a result of this incident it may be necessary to modify, change or defer certain activities. Further specific information on activities affected will also be available at the University's Website (<http://www>...

In relation to the particular incident, and on the advice of the Emergency Services, the Critical Incident Team are specifically asking that (insert specific instructions here in relation to any actions recommended to be taken by either groups of staff and/or students affected or by all staff and/or students).

If you have any information that you feel is of value to the CIT at this time please contact (insert contact name and number of CIC here) Thank you for your support and co-operation at this important time.

Signed: President

Text Alert Message

Important Alert – please read: ATU has activated its Emergency Plan as a result of a serious incident. Please log on to www. for further information.

Check with HR/IT re contacting numbers

Appendix E Media Statements

Proforma Media Statements

Initial Media Statement

As a crisis occurs and becomes known to the media it is important that an initial brief statement is made. This should be done in co-operation with any emergency service involved in dealing with the incident. The following is a text format that can be used or adapted accordingly:

On _____ (insert date) an incident occurred at Atlantic Technological University X which has resulted in the University's Critical Incident Plan being activated. The Critical Incident Team is co-ordinating a response to this incident and is working closely with _____ (insert e.g. Gardaí, Emergency Services, HSE, other specialists, etc. as appropriate) to contain its effects on staff, students and the general public. As soon as additional information becomes available a further statement will be issued.

Signed: President

[Press are advised that all media communications will be issued through (insert Media or press co-ordinators name) at _____ (insert contact information)]

Follow up Media Statement

As the incident progresses and is dealt with in accordance with the appropriate protocol, it is important that a further more detailed statement is released to the media. This again should be agreed with the appropriate agency or emergency service dealing with the incident. It is also important that the families of those affected by the incident are contacted (in accordance with the scenario implementation checklist) and briefed prior to any further media statement is being made. It is also important that families are made aware that a further media statement will be released by the University. The general format for such a statement is as follows:

On _____ (insert date) a serious incident occurred in/at _____ (provide further details of the incident and information or location). This has led to the activation of the University's Critical Incident Plan and a team co-ordinated by _____ (insert President or Deputy name) has been dealing with the incident. The _____ (insert details of emergency services, agencies or other specialists dealing with the matter. If the matter relates to activity abroad the Department of External Affairs should be referred to here) is/are on the scene at present and the University is co-operating fully with this/these bodies. There have (or have not) been (any) serious injuries (or fatalities) – modify as appropriate - and the emergency services and _____ (insert any other agency necessary for mention) are providing support and assistance. The families of those affected by the _____ (insert appropriate Incident descriptor) have been contacted and informed and University professional staff are providing support to family members and to those staff and students affected by the incident. A full investigation has been launched and a report will be submitted to the _____ (insert HSA, HSE or other appropriate body). (Add any further information as appropriate in conjunction with emergency services co-ordinators dealing with the incident).

Signed: President

[Remind all media organisations that all queries are to be directed to the University's nominated media contact point as per Critical Incident Team].

Appendix F CIP Issue List

In addition to all the CIT listed at APPENDIX H, the following have also been issued with copies of this Critical Incident Plan:

- Local Authority (County Manager)
- Gardaí Superintendent
- Chief Fire Officer
- Director of Public Health, Health & Safety Executive (HSE)
- Health & Safety Authority Inspectorate (HSA)
- University Medical Doctors
- Student Health Nurses
- Counsellors
- Chaplaincy
- Heads of School/ Faculty
- Heads of Department
- Heads of Function
- Access & Disability Office
- Caretakers
- Security
- Canteen & Restaurants (Contractor/ Management)
- Cleaning Supervisor/ Contractor
- Student Union President(s)
- Reception(s)
- Other building users Third Party, Tenants.
- Contractors*

* When engaging services of a contractor, the manager engaging the services should determine on a case-by-case basis whether CIP should be provided.

Appendix G Campus Critical Incident Room / Emergency Room (s)

Locations have been identified as appropriate to be used (depending on availability) in the event of a Critical Incident:

Campus:				
Building	Room Numbers	Description	Emergency Room Requirements	Comments
		Library/IT Centre/Classroom	<ul style="list-style-type: none"> room has furniture that can be removed adjacent to toilets and water supplies a small kitchen with fridge, hot water, etc, is also available in the area. easily accessible from the main entrance and reception area. near to student services and medical centre 	
		Canteen / Communal Area	<ul style="list-style-type: none"> a large canteen/kitchen with fridges, hot water, etc, is also available. accessible easily from the main entrance and reception area. accessible easily from the main entrance and reception area of this building. Medical Centre/Nurses office close to this corridor. 	
		Staff Common Room	<ul style="list-style-type: none"> room has furniture that can be removed and are close to toilets and water supplies. 	

Appendix G Room Set up and Equipment

The locations have been chosen, as by the nature of their use they have access to basic equipment needed in the event of a Critical Incident.

- Hard copy of the Critical Incident Plan
- Detailed maps of each campus
- Desks and chairs etc.
- List of phone numbers for all CIT members.
- Phone line; Phones, (independent dedicated analogue line in tandem IP Phone line as a backup)
- Wi-Fi: A wireless internet dongle to access the website and internet if the network is inaccessible or unavailable for any reason
- Mobile phone and equipment chargers and memory sticks storing key documents
- Universal Phone chargers
- Computer(s), / Notebook PC with power cables/ Network cable
- PC and printer with printer cables and 200 sheets A4 Paper
- Photocopying facilities
- Stationery items.
- For Evacuation: High visibility vests and 1 Emergency Leader, for use when Emergency Services are on site.
- Torches

Appendix H Contact List Critical Incident Team/ Emergency Service Providers, Support Staff & Contractors (Master Document)

Contact Numbers will be provided on document approval in Master Document.

Contact Numbers shall be published for each College CIT.

- H1 Donegal - Killybegs
- H2 Donegal - Letterkenny
- H3 Galway - Connemara
- H4 Galway - Dublin Road
- H5 Galway - Mountbellew
- H6 Galway - Wellpark
- H7 Mayo - Castlebar
- H8 Sligo - Ash Lane
- H9 Sligo - St Angela's