

## Kings Crisis and Critical Incident Management Policy

All Kings' policies will be ratified by the Board of Directors and signed by the Chairperson. Each policy will be co-signed by the principal of each school. Review dates will be similar for each school.

<b>Coordinator</b>	<b>Nominated Director</b>	<b>Chair of Board of Directors</b>
<b>PRINCIPAL</b>	<b>DIRECTOR OF COLLEGE SERVICES</b>	<b>NIGEL PAMPLIN</b>

It is Kings aim to keep its staff and students safe at all times, however crisis or critical incidents may occur which are beyond our control. We believe it is essential to have in place set procedures to deal with any incident occurring within or outside the school boundary that pose a risk or potential risk to the well being of the school community.

No crisis management plan can anticipate every possible crisis which may occur, however there are common features in many incidents which can be planned for. The aim of this document is to provide a general framework in order to be able to structure a rapid and safe response in the event of a critical incident or crisis occurring involving Kings' students and/or staff.

**The procedures outlined in this policy cover any major incidents involving staff and or students or those closely related to the college including, but not limited to:**

- Students going missing
- Fire
- Premises related emergencies (such as: gas leak, flood, explosion, structural collapse etc)
- Severe weather (such as heavy snow, hurricane etc)
- Robbery, break-in, intruder or attack on students/staff on school premises or on school excursion
- Violent disputes involving students or staff members (including those involving weapons)
- Severe vandalism of premises
- The death of a staff member or student (including suicide, murder, accidental etc)
- Attempted suicide or self harm by a staff member or student
- Critical illness of a staff member or students
- Introduction of a serious infectious disease or virus to the school population
- A natural disaster (local, national or international)
- Large scale national or international disaster (such as terrorist attack, outbreak of war, outbreak of disease etc)
- Serious threats to staff, students or premises (such as bomb threat, threat of violence etc)
- Students or staff involved in extremism, radicalised behaviour, radicalised groups or societies
- Staff or students involved in criminal activity
- Suspected or actual use of drugs or drug dealing among student or staff body
- Suspected sexual or physical abuse by staff or students
- Physical or sexual assault on or off the premises (of staff or student)
- Unfavourable community or media attention focusing on staff or students

### **People who could be affected by critical incidents**

- People directly exposed to the incident (staff, students, host carers)
- Those not directly exposed to the incident, but part of the college community (staff, students, host carers)
- Relatives and friends of those involved in the incident (parents, carers, extended family, guardians, friends in UK and in home country of students etc)
- People with previous trauma or grief – grief is retriggered by the incident
- Helpers or personal recovery, staff, counsellors, emergency service personnel

- Community & other people directly involved eg. other parents, staff and students from neighbouring schools, local community members etc

### **General Principles of Crisis and Critical Incident Management**

**PREPARATION.** Good planning can reduce the likelihood of a major event occurring or can help to mitigate the seriousness of its effects.

Planning and preparation should include:

- Health and Safety and Welfare risk assessments – annually reviewed and updated (as per Kings Risk Management Policy)
- Evacuation plans for all college sites (including residential accommodation), with drills conducted every term
- Induction for all staff and students – including health and safety information, evacuation procedures, emergency contact numbers, emergency procedures
- Regular updates for staff and students on health and safety, evacuation procedures and emergency procedures
- Training for staff on key issues such as safeguarding, preventing extremism, positive handling and restraint, dealing with intruders, taking trips and activities off-site etc
- An integrated approach to educating students about risk – including curriculum content, additional training and talks/lectures, school events and awareness raising days/weeks etc
- Regular Welfare meetings to discuss students causing concern
- Regular health and safety meetings to monitor and improve health and safety procedures
- The formulation of a Crisis Management Team who can be called upon in the event of an incident or emergency to coordinate the response and recovery

**ALERTING,** as soon as possible, all those who need to know about an incident including the Crisis Management Team, emergency services (if necessary), Local Authority Designated Officer (if a safeguarding incident) and other school staff as appropriate

**COMMUNICATION AND CO-OPERATION,** throughout and after the incident, should occur between the Crisis Management Team, board of directors, external agencies, school staff, hosts carers, parents, guardians, educational agents, students and those involved in the incident – coordinated by the Crisis Management Team

**SAFETY FIRST.** Handling of the emergency will take priority over normal activity with particular regard to the immediate safety of staff and students

### **The Crisis Management Team**

The Crisis Management Team (CMT) should be led by the Principal and coordinate the response to and recovery from any critical incident or crisis. The team will be made up of the following staff members (where necessary this may be altered at the Principal's discretion):

- Principal – Lead
- Vice/Deputy Principal – Deputy Lead
- Welfare Officer – Designated Safeguarding Lead
- Directors of Studies
- Site Manager
- Health and Safety Coordinator
- Accommodation Manager
- Residence Manager
- Residence Warden (where residence involved)
- Student Services Manager
- Registrar



In the event of a critical incident or crisis the team, led by the Principal, will work together to ensure the incident is dealt with quickly, efficiently and with the least harm and disruption possible. In order to achieve this the Crisis Management Team will:

- periodically meet to discuss the crisis management plan and to update or revise accordingly;
- ensure each member will be allocated key tasks;
- in the event of an incident:
  - establish and activate the roles of the CMT
  - establish as much information about the incident as possible
  - assess any injuries to pupils and school personnel
  - assess any damage to the school building
  - assess school security procedures and the welfare and safeguarding of pupils and school personnel
  - notify parents, carers and hosts of any temporary closure of the school
  - establish the duration of the crisis
  - liaise with the local authority, emergency services, health authority etc as required
  - liaise with the media
  - ensure support from the local authority and other agencies will be offered to individuals affected by stress or emotional trauma;
- keep detailed records of the incident which will be essential in any post-incident inquiry;
- ensure that after an appropriate period normal routines will be established;
- review the effectiveness of the response to the incident in order to re-assess procedures and make appropriate improvements.
- organise simulation exercises for the crisis management team and the whole school;
- provide guidance and support to all staff;
- provide training for all staff on induction and when the need arises;
- keep up to date with new developments and resources;
- undertake risk assessments when required;
- review and monitor;

### **Phases of the Response to Critical Incident or Crisis**

1. DISASTER OCCURS
2. INITIAL RESPONSE
3. EMERGENCY ACTION
4. RECOVERY
5. BUSINESS AS USUAL

#### **INITIAL RESPONSE**

On discovering an emergency situation, all members of the staff should understand that they have authority to call the police, fire service or ambulance service without requiring authorisation. It is then the responsibility of the person who made the call to await the arrival of the emergency service and direct them to the location of the problem. That person should also contact the Principal or another senior manager who will convene the Crisis Management Team.

The incident can thereafter be divided into three separate phases:

1. The emergency phase, when the important actions are directed towards saving people and minimising damage to property;
2. The recovery phase, when the emphasis is on information management, restoring order, making emergency arrangements and salvage.
3. The return to "business as usual", or as near to that as can be achieved.

#### **1. EMERGENCY PHASE**

The Crisis Management Team (CMT) should be alerted with the aim of bringing order, to do whatever is needed to ensure the safety of those involved and, where possible, take steps to limit the damage.



### Incident Requiring Full or Partial Evacuation of Buildings

- Fire
- Premises related emergencies (such as: gas leak, flood, explosion, structural collapse etc)
- Robbery, break-in, intruder or attack on students/staff on school premises or on school excursion
- Violent disputes involving students or staff members (including those involving weapons)
- Serious threats to staff, students or premises (such as bomb threat, threat of violence etc)

ACTION	RESPONSIBILITY
Ensure alarm is raised and appropriate emergency services have been called	Initial responder
Evacuate building	By activation of the fire alarm
Liase with emergency services	First member of CMT on scene
Take a roll call to confirm successful evacuation	Follow normal fire drill procedure
Call in additional staff to implement recovery phase	Principal or member of CMT
Decide next step eg, school/ residence closure/ sealing off an area	Principal/CMT in consultation with emergency services.
Ensure everyone remains accounted for	Member of CMT
Keep off site people who are not required	Principal/CMT in consultation with emergency services

### Incident Requiring School Closure

- Fire
- Premises related emergencies (such as: gas leak, flood, explosion, structural collapse etc)
- Severe weather (such as heavy snow, hurricane etc)
- Severe vandalism of premises
- Introduction of a serious infectious disease or virus to the school population
- Serious threats to staff, students or premises (such as bomb threat, threat of violence etc)

Step	Description
1.	Reason for school closure identified – i.e. premises unable to open, severe weather etc
2.	Person who identifies reason for school closure contacts Principal – e.g. Site Manager discovers gas leak
3.	Principal makes decision on whether school should close – if yes subsequent steps followed
4.	Principal contacts those directly reporting to him/her on organogram and emergency phone holder (via phone or text message)
5.	Line Managers contact those directly reporting to them on organogram – filtering down through organogram (via phone or text message)
6.	Academic and EFL departments split responsibility for contacting teachers between DoS, ADoS, Academic and EFL Administrators and subject/department heads as appropriate (via phone or text message)
7.	Accommodation Department contact host carers via Class SMS text message
8.	Registrar/ Academic/ EFL Administrators contact all students via Class SMS text message
9.	Designated member of staff (i.e. marketing manager, Student Services Manager) adds a message to Kings Facebook page and website
10.	Situation is monitored and staff and students notified through above channels when school is reopened

#### Please note:

In order for this procedure to be effective, lists of phone numbers and organograms should be distributed to those who require them and these should be updated regularly

Using a phone call or text message is preferable to email, as it cannot be guaranteed that emails will be checked prior to the school day commencing



### Incident Requiring Full or Partial Lock-Down of Buildings

- Robbery, break-in, intruder or attack on students/staff on school premises or on school excursion
- Violent disputes involving students or staff members (including those involving weapons)
- Severe vandalism of premises
- The death of a staff member or student (including suicide, murder, accidental etc) on site
- Attempted suicide or self harm by a staff member or student – on site
- Critical illness of a staff member or students – on site
- Serious threats to staff, students or premises (such as bomb threat, threat of violence etc)

<b>ACTION</b>	<b>RESPONSIBILITY</b>
Ensure CMT are informed and appropriate emergency services have been called	Initial responder
Initiate lock-down procedure	CMT organise calls or visits to classrooms and offices to inform that a lock-down is in place
All outside activities cease and staff and students go inside buildings, closing doors behind them	Class teachers and all staff
Students and staff remain indoors in classrooms and offices	Class teachers and all staff
Register taken in each class – any missing students reported to CMT via email or phone	Class teachers
Windows and doors will be locked where possible and blinds closed	Class teachers and CMT
Liaise with emergency services or external agencies as appropriate	CMT
Lock-down remains in place until CMT inform staff that it has been lifted	CMT
If evacuation is required during lock-down the fire evacuation procedure will be followed	CMT

### Serious Concerns Involving Staff and/or Students

- Students going missing
- Students or staff involved in extremism, radicalised behaviour, radicalised groups or societies
- Staff or students involved in criminal activity
- Suspected or actual use of drugs or drug dealing among student or staff body
- Suspected sexual or physical abuse by staff or students
- Physical or sexual assault on or off the premises (of staff or student)
- Attempted suicide or self harm by a staff member or student
- Critical illness of a staff member or students
- Introduction of a serious infectious disease or virus to the school population

<b>ACTION</b>	<b>RESPONSIBILITY</b>
Concern raised and referred to member of CMT	Any staff member or student
CMT meet to discuss course of action – consulting Kings Policies for specific procedures relating to Child Protection or students going missing	CMT
School take whatever measures appropriate to investigate or address the situation internally (EXCEPT in cases where there is a child protection concern or threat of immediate harm to students or criminal activity)	CMT and any additional staff appropriate
External agencies contacted as appropriate– Police, Local Authority, Public Health, counselling services etc	CMT
Liaise with external agencies	CMT
Make any arrangements necessary to immediately alleviate the situation such as suspension of staff or students pending investigation, allocating a staff member to accompany students to hospital or their homestay or residence, arranging for supervision of students posing concern etc	CMT
Contact parents, guardians, host carers an educational agents	CMT



### External Event or Incident Causing Potential Trauma to Staff and/or Students

- The death of a staff member or student (including suicide, murder, accidental etc)
- Attempted suicide or self harm by a staff member or student
- Critical illness of a staff member or students
- A natural disaster (local, national or international)
- Large scale national or international disaster (such as terrorist attack, outbreak of war, outbreak of disease etc)
- Unfavourable community or media attention focusing on staff or students

<b>ACTION</b>	<b>RESPONSIBILITY</b>
Concern raised and referred to member of CMT	Any staff member or student
CMT meet to discuss course of action	CMT
External agencies called in if necessary such as counsellors	CMT

### Incident Occurring on a School Trip or Activity

- Students going missing
- Fire
- Severe weather (such as heavy snow, hurricane etc)
- Robbery, break-in, intruder or attack on students/staff on school premises or on school excursion
- Violent disputes involving students or staff members (including those involving weapons)
- The death of a staff member or student (including suicide, murder, accidental etc)
- Attempted suicide or self harm by a staff member or student
- Critical illness of a staff member or students
- A natural disaster (local, national or international)
- Large scale national or international disaster (such as terrorist attack, outbreak of war, outbreak of disease etc)
- Serious threats to staff, students or premises (such as bomb threat, threat of violence etc)
- Physical or sexual assault on or off the premises (of staff or student)
- Unfavourable community or media attention focusing on staff or students

<b>ACTION</b>	<b>RESPONSIBILITY</b>
Establish nature of the emergency	Activity Leader/ Staff Member
Contact emergency services where necessary	Activity Leader/ Staff Member
If emergency services are already on the scene or have already been called liaise with them and take guidance from them on what to do immediately with regard to the safety of students and staff	Activity Leader/ Staff Member
Establish the names of any of the party who are injured and ensure all members of the party are accounted for	Activity Leader/ Staff Member
Advise other activity leaders or staff members of the situation and that emergency procedures are in operation	Activity Leader/ Staff Member
Contact the college CMT team – first requesting to speak to the Principal – and explain the situation in full, giving names of those affected and confirming contact numbers and whereabouts of staff members and activity leaders	Activity Leader/ Staff Member
If any students or staff are required to go to hospital a member of staff should accompany them, ensuring adequate numbers of staff remain with the party to supervise or they are left in the care of emergency services until a member of Kings staff can arrive at the scene	Activity Leader/ Staff Member
Ensure an adult is available to liaise with emergency services	Activity Leader/ Staff Member
Ensure arrangements are in place for the safe return of the party to base (school or accommodation)	Activity Leader/ Staff Member
The school will arrange all contact with parents, educational agents and the media	CMT



**2. RECOVERY MANAGEMENT**

When the immediate crisis and danger is over, attention will shift to recovery.

ACTION	RESPONSIBILITY
Meet to discuss recovery	CMT
Prepare a written summary of events – see Incident Report Form below	Principal/ CMT
Maintain a log of events and communications	Principal/ CMT
Retrieve relevant staff, parents, carers, guardians, hosts and educational agents contact numbers	Principal/ CMT
Contact staff, parents, carers, guardians, hosts and educational agents as appropriate to inform of events	Principal/ CMT
Identify any immediate needs such as food/ lighting/ electricity/ alternative accommodation/ heating	Principal/ CMT
Consult with external agencies and experts regarding possible reactions to any trauma experienced and knock-on effects on staff and students	CMT
Make provision for extra support and counselling for staff and students	CMT
Consider additional pastoral support for students such as: off-timetable time for group discussion and support (circle-time), remembrance activities, awareness raising lessons or sessions	CMT
Assess how the situation was handled and make any necessary adjustments to risk assessments and this or other policies	CMT
Preparation of press statements	Principal/ Directors/Central marketing

**3. BUSINESS AS USUAL**

Work can start to reinstate normal functioning, provided that there has not been excessive damage to the school premises. Should the main school building or residence be unusable then room would be sought in the other buildings, or alternative boarding accommodation would need to be arranged.



## Crisis Management Team – Contact Sheet

Staff Member	Telephone Number(s)	Suggested Role/Duties
Principal		Coordinates response to and recovery from incident or crisis
Vice/Deputy Principal		Assists in leading response and recovery  Leads coordination of response and recovery in absence of Principal
Welfare Officer		Designated Safeguarding Lead – takes a lead role in any issues relating to child protection  Assesses and responds to emotional and welfare needs of students and those involved  Coordinates provision of counselling services where required
Directors of Studies		Coordinate with teaching staff and give instructions where necessary
Site Manager		Responsible for any action required relating to the buildings and premises
Health and Safety Coordinator		Oversees evacuation of premises and coordinates with Site Manager
Accommodation Manager		Contacts homestay providers where necessary  Works with Residence Manager to relocate students if residence evacuation required
Residence Manager		Assists in leading response and recovery if in residential accommodation
Residence Warden (where residence involved)		Oversees evacuation of residence if required  Offers pastoral support to students in residence
Student Services Manager (Educational Visits Coordinator)		Assists in leading response and recovery if on school excursion or activity  Coordinates contacting students outside of school hours where required
Registrar		Coordinates contacting parents, guardians and educational agents where necessary





**Critical Incident/ Crisis Report Form**

Name:				Role:	
Date of Incident:		Time of incident:		Location of Incident:	
Brief Description of Incident (more detailed description required on additional pages):					
List of those notified (external agencies and Kings staff members):					
List of staff and students involved in incident (attached on separate sheet if necessary):					



List of any injuries, fatalities or notable trauma experiences by staff or students (attached on separate sheet if necessary):

List of any staff and student requiring follow-up medical attention or treatment (attached on separate sheet if necessary):

List of those requiring additional follow-up and what is required (attached on separate sheet if necessary):

List of any staff or students involved in police enquiries and brief description of why (attached on separate sheet if necessary):

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Recovery Plan – measures to be taken (attached on separate sheet if necessary):

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Has any counselling or other additional support been offered to staff and students? (please attach a list of those who have taken this up and those who have not)	Y/N
Details below:	

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Additional Comments:

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Recommendations for adjustment to policies, risk assessments or procedures as a result of this incident:

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**Detailed Account of Incident – notes and communication log:**

Full account of incident (continue on separate sheet if necessary):

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Follow up note:	Date:	
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<b>Follow up note:</b>	<b>Date:</b>	
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<b>Follow up note:</b>	<b>Date:</b>	
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<b>Follow up note:</b>	<b>Date:</b>	
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<b>Signed:</b>		<b>Date:</b>	
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Review Date	Primary Reviewer Name (Policy Coordinator)

This Appendix A should be completed **annually** by the Policy Coordinator and Principal with specific details of each individual Kings college.

<b>Date of Last Review:</b>	
<b>Date of Next Review:</b>	
<b>Is this policy being implemented fully, with all outlined procedures followed as prescribed?</b>	YES/NO
<b>Is the Admissions Register accurate and up-to-date, managed on the CLASS database with the student information stated in the policy?</b>	YES/NO
<b>Are CLASS records updated regularly to ensure accuracy?</b>	YES/NO
<b>Is a paper version of the Admission Register printed and bound every term and kept securely?</b>	YES/NO
	YES/NO
	YES/NO
	YES/NO
<b>If this policy is not being implemented fully, as prescribed, please outline what you have put in place instead and the reasons behind the change...</b>	
<b>How are staff made aware of this policy?</b>	

**Does this policy require any specific/specialised training for staff, if yes please specify what it is and whether it has been done?**

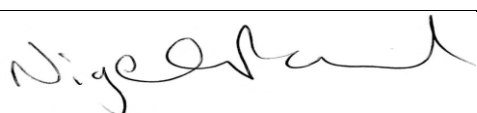
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**Monitoring the Effectiveness of the Policy**

**The information in this policy and appendix will be reviewed annually by the Principal, or when the need arises, and the necessary recommendations for improvement will be made by the Principal to the Board of Directors.**

**Please comment on the overall effectiveness of this policy – giving any suggestions or recommendations for improvement...**

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<b>Coordinator:</b>		<b>Date:</b>	
<b>Principal:</b>		<b>Date:</b>	
<b>Chair of Board of Directors:</b>		<b>Date:</b>	01/01/2015
<b>Name of School:</b>			
<b>Next Review Date:</b>			