



# **Crisis Management & Critical Incidents Policy and Response**

# Crisis Management and Critical Incidents Policy and Response

## 1 Statement of Policy

The Constellation Trust recognises the need to appropriately plan for the effective management of a crisis and ensure that staff are prepared to deal with any critical incident that may arise. The Crisis Management and Critical Incident Policy provides framework for a staged response to any situations, which may be deemed as critical, and place the health and safety of any member of the school/academy community at risk or cause loss/damage to the assets held by the school/academy.

## 2 Other policies

This policy should to be read in conjunction with the following:

- Health and Safety Policy
- Educational Visits Policy (school/academy specific)
- The Fire Arms/Weapon Attack (*Appendix 4 of this policy*)
- Bomb/Parcel/Letter (*Appendix 6 of this policy*)

## 3 Aims

- To provide support to all individuals affected by the critical incident
- To maintain the normal running of the Trust where practical except in the case of an Active Shooter attack, bomb threat or suspicious letter/package
- To return the school/academy to normal operating procedures as soon as possible

## 4 Procedures

### 4.1 Crisis Management

The school/academy shall identify any potential crisis that might occur and interrupt the smooth operation of its primary function unless, firearms shooting is heard or an explosion (at this point the Fire Arms/Weapon Attack Appendix applies for every individual within the school/academy).

These shall include:

- extensive damage to the premises
- death, serious injury or potential health issues affecting staff or students
- an accident involving staff or students out of business hours
- an incident on site, involving the community that affects the school/academy or the Trust

Critical incidents may include:

- death of a student/s or member/s of staff
- death or serious injury on a school/academy trip
- epidemic in the school/academy or within the community
- violent incident in the school/academy including Fire Arms/Weapon Attack
- email/telephone threat received by the school/academy (bomb/parcel/letter)
- a student missing from home
- destruction/arson or major vandalism to the site
- hostage taking
- a transport accident involving staff/students
- a disaster in the community
- civil disturbance or terrorism
- an incident on site involving a community activity either in or out of business hours

#### 4.2 Pandemic Outbreak

- In the event of a Pandemic Outbreak, the Trust will follow the Government and Public Health England Guidance and Compliance throughout

## 5 Responses to Critical Incidents

5.1 The school/academy Critical Incident Management Team (CIMT) comprises the following staff:

Head of School  
Senior Leadership Team (SLT)  
Caretakers

Notification of any major incidents will be given to:

- Chair of the Board of Directors or their nominated representative
- Trust CEO
- Chief Operating Officer
- Chair of the LGB
- Executive Primary Lead
- Chair of Governing Body

5.2 In the circumstances of a very serious incident, the Trust CEO will inform the Education and Skills Funding Agency (ESFA) representative.

5.3 If the school/academy is on split sites, each school/academy must mutually inform each other of incidents. Designated person/s: (if applicable).

## **6 Determining a Critical Incident**

- 6.1 The declaration of a critical incident shall be made when appropriate by the Trust CEO, Head of School or nominated Deputy Head of School or Chair of the Board of Directors or their nominated representative
- 6.2 In the event of a critical incident the priorities of those adults in charge of the school/academy or trip are to:
- save lives
  - minimise personal injury
  - safeguard the interests of the students, staff and the wider community
  - minimise loss and to return to normal working procedures as quickly as possible
- 6.3 If the incident involves the police, they will take control of certain management issues. A major incident within the city may also come under the direction of the Hull Major Incident Plan.

## **7 Response to a Critical Incident within the School/Academy**

- 7.1 The Critical Incident Plan (Appendix 1) supported by the use of the Emergency Plan for within the school/academy will be used to implement an immediate response. Staff directly involved with the incident shall provide information summarised on the Incident Information Form (Appendix 2).

## **8 Responses to critical incident during an out-of-school/academy activity or trip**

- 8.1 The group leader will use the Critical Incident Plan (Appendix 1) supported by the use of the Emergency Plan for school/academy Visits to implement an immediate response in the event of a critical incident of a school/academy trip. Staff directly involved with the incident shall provide information summarised on the Incident Information Form (Appendix 2).

## **9 Evacuating Trust Buildings**

- 9.1 In the event that the school/academy buildings cannot be used and an evacuation is necessary, staff will escort students to fire assembly points until they can be dismissed as appropriate. However, in the case of an Active Shooter Incident, dependent on the safest exit for staff and students they should assemble to their designated points, following the Fire Arms or Weapon Attack or other Cyber Threat Guide (Appendix 4). The Administration Team will take two copies of the SOS folder holding student details by class. In the event of an Active Shooter/Bomb Threat, the Emergency Evacuation route (Appendix 7).

## 10 Visually or Mobility Impaired Staff/Students

- 10.1 Any visually or mobility impaired staff/students will have a pre-designated 'buddy' to escort them to the fire/flood evacuation route. In the event of their 'buddy' not being available, then it is the duty of any member of staff in the department where they are working, to escort the member of staff/student via the nearest available exit and escort them safely to the ground floor and to their intended position on the Fire Plan.

N.B it is the responsibility of the visually or mobility impaired member of staff/student to ask a suitable individual to be their 'buddy' when starting employment with the school/academy or their academic life at the school/academy within the Trust. The individual is to follow their Personal Education Plan (PEP) and Risk Assessment Plan.

## 11 Community Activity

- 11.1 In the event of a critical incident, occurring during a community led activity the Critical Incident Plan (Appendix 1) to be implemented and supported by the use of the Emergency Plan for Community Use. Staff directly involved with the incident shall provide information summarised on the Incident Information Form (Appendix 2).

## 12 Key messages

- 12.1 Key messages are included in the Staff Handbook and included as part of the staff induction programme.
- 12.2 No adults or children should speak to the press/media under any circumstances without the express permission of the Trust CEO and Head of School or designated member of the CIMT. One person only will speak to the media – the Trust CEO and Head of School or designated member of the CIMT.
- 12.3 A clear and concise record of all actions taken **must** be kept by all of those involved using the Log Sheet (Appendix 3).
- 12.4 Mobile phones are a useful method of communication however, **care** should be taken when using a mobile to report or relay information about casualties, as they are not secure. **Ensure the ringer is turned off and switched to vibrate mode immediately.**
- 12.5 If an Active Shooter incident occurs, then turn off the ringer and vibrating mode immediately.

### 13 Critical Incident Plan

13.1 The reactions to a critical incident has been divided into the following categories:

- Immediate action
- Short term action
- Medium term action
- Long term action

### 14 Immediate Action

14.1 The member/s of staff who is/are alerted to the incident will take the necessary immediate action to save lives, including their own. In the case of a Firearms Attack, the '**staff call 100**' signal will be communicated through a telephone system, over the radios and then disseminated amongst staff. The Trust CEO, Head of School or designated member of the CIMT will be notified as soon as possible, to assess the situation and decide on the level of response. The Chair of the Board of Directors will be informed by the Trust CEO or designated member of the CIMT. The Trust CEO or nominated representative will implement the Critical Incident Plan as outlined in the guide.

The out of hours call system shall operate for incidents out of normal school/academy business hours.

### 15 Short Term Action

15.1 If appropriate, the CIMT will organise logistics of reuniting students and families, visiting the scene and the repercussions of the incident as appropriate. An in-house support plan for students, staff and the community will be prepared. CIMT will organise the necessary support from outside agencies, as required.

At an appropriate time, a debriefing meeting for staff, students and their families' will be arranged. This will address:

- Clarification of the incident
- Shared reactions
- Information on available support e.g. parental support groups

15.2 The CIMT in conjunction with Emergency Services will make the necessary arrangement to contact the families of the injured or bereaved on behalf of the Trust. If appropriate special assemblies or an appropriate memorial service will be organised.

15.3 The school/academy will return to routine as soon as possible to enable students to gain a sense of normality and begin the initial stages of emotional recovery.

## **16 Medium Term Action**

16.1 The CIMT will manage the reintegration of staff or students who return to the school/academy after prolonged absence. Strategies to support returned students/colleagues will be considered according to the needs of the individual.

16.2 The CIMT will provide parents with any additional information or guidance to help deal with the effects of delayed reactions, which those staff/students may have as a result of the critical incident.

16.3 The staff will be monitored and a support programme available for those who need to access it including the CIMT.

## **17 Long Term Action**

17.1 The school/academy tutors, led by a senior member of staff will monitor the progress and emotional well-being of students affected by the events of the critical incident. Senior members of staff will also follow this procedure for staff.

17.2 The CIMT will make the necessary contingency plans, if appropriate, to support staff and students through the time period required for legal proceedings to be concluded.

17.3 Appropriate support and training will be provided for staff, e.g. loss counselling, bereavement etc.

17.4 Implementation of the policy and the plan.

17.5 All new staff shall undertake regular updated critical incident awareness training (PowerPoint) as part of their induction programme.

17.6 The school/academy will seek opportunities to outline the key messages of the critical incident plan with students.

17.7 A copy of the plan and action checklists shall be available in the main office and carried by the group leader on all out of school/academy visits.

## **18 Crisis Management**

18.1 The Trust shall operate a crisis management plan in respect to potential loss of data from the IMS and curriculum servers. This shall include regular backup kept on and off site.

- 18.2 The school/academy shall have contingency plans for the continued operation of the school/academy in the event of flood, loss of electrical power, heating or sewer damage to the estate.
- 18.3 The Trust Director of Finance & Business shall carry out an annual risk assessment of potential threats to the school's/academies smooth operation and inform the Board of Directors.

## Appendix 1

### Critical Incident Plan – ACTION TEMPLATE

The following checklist is to be used in conjunction with the following:

- Emergency Plan – Incident within the school/academy
- Emergency Plan – School/academy Visit
- Emergency Plan – Community Provision (if school/academy is needed for shelter)

#### PHASE 1: Immediate Actions Checklist

##### Action 1 – Access Risks (ensure safety)

- Contact Emergency Services
- Open Incident Log and maintain throughout (Appendix 3)
- If off site, establish plans for return of party
- Determine condition of adults for continuing safe supervision
- Preserve scene of crime, if appropriate

N.B recording what has happened in a log of events with times and details of actions taken will be important for any subsequent inquiry, which could range from an internal inquiry to a formal inquiry with legal implications such as a Coroners inquiry or an insurance claim. Those involved may be required to give a statement to police and/or attend court as a witness. The original contemporaneous record of events and actions is crucial in these circumstances.

##### Action 2 – Implement Incident Management Plan (IMP)

- Key staff released from all duties
- Open log of event, actions, times
- Briefs CIMT and establish independent telephone line (may be mobile)
- Clarify task: assign roles and responsibilities within the CIMT
- Inform the Chair of the Board of Director & Trust CEO

##### Action 3 – Gather Information (Incident Information Form – Appendix 2)

- When and where incident took place
- Names of children and adults involved and witnesses
- Nature of injuries, name of hospitals used etc.
- Emergency action taken
- Location and care of uninjured
- Remaining hazards
- Collect emergency contact information for students and staff
- Control possible escape of inaccurate information

## **Action 4 – Contact Families**

- Designate key members of staff and brief them (written statement)
- If parents/family cannot be contacted seek assistance from other professional e.g. the police
- Arrangements for contacting students'/staff families and return home

## **Action 5 – Information Update**

- Brief staff, Chair of the Board of Directors, sponsor representative, students, parents/carers and community (use Incident Information Form – Appendix 2)
- Schedule briefing updates
- Identify absentees and plan briefing for them

## **Phase 2 – Managed Response**

### **Action 1 – Plan Management of the Incident**

- Meet with Emergency Service, if appropriate
- Review plans, clarify tasks, and assign roles
- Coordinate the school/academy/other agencies roles
- Establish meetings to review management of incident
- Clarify criteria for withdrawal of agencies
- Access further advice, if required

### **Action 2 – Arrangements for dealing with enquiries**

- Before speaking to media, take relevant advice e.g. from the Education and Skills Funding Agency (ESFA) and Department for Education (DfE)
- Ensure all future media contacts are in line with advice
- **Do not release names to media until confirmed by statutory e.g. police**
- **Ensure families know the situation and have given permission**
- Provide written statement for those answering the phone
- Caution staff about talking to the media
- Organise CIMT member to deal with visitors
- Designate area/areas for parents/media/others to avoid overcrowding
- Maintain log – key events and contacts

### **Action 3 – Arrangements for Support**

- Identify those most likely in need
- Arrange individuals/agencies able to offer support
- Ensure all know that support arrangements are being made
- Set aside appropriate areas for distressed student/staff
- Include arrangements for support in media statement
- Be aware of possible wider issues e.g. witnesses, siblings, apportioning blame, vulnerable students

- If closing the school/academy, ensure arrangements are known to all; transport, collection, safe waiting areas and plan for re-opening

#### **Action 4 – Arrangements for Personal Effects, Registers and Areas of Trust Affected**

- Make decisions after discussion with parent/carers with regard to personal effects
- Adjust class registers, rotas and other student listings
- Make appropriate arrangements for any parts of the school/academy affected e.g. cleaning, painting

#### **Emergency Plan – Incident within the School/Academy**

Trust CEO and/or nominated representative – **INFORMS**

##### **Informs**

- Obtains facts and information
- Call the emergency services using 999
- Inform rest of school/academy staff and students as appropriate
- Contact Chair of the Board of Directors
- Prepare to deal with the media

Nominated member of the CIMT organises First Aiders if appropriate – **SAVES**

##### **Save**

- Administers first aid where possible
- Establish a contact point with the emergency services
- Travel with casualties to hospital
- Complete accident forms

Nominated members of the CIMT – **CARES**

##### **Care**

- Keep a record of witnesses
- Keep others informed of situation using resource sheet
- Arrange for non-casualties to evacuate the school/academy (if appropriate)
- Care for relatives arriving at the school/academy
- Consider relocation to other premises
- Remain available to emergency services

## Nominated members of the CIMT – **ASSISTS**

### **Assist**

- Keep others informed of situation
- Ensure alternative accommodation is available if needed
- Keep switchboard staff aware of known facts
- Help to establish incident room

Maintain vital communications with colleagues at all times

Do not allow students to talk to the media unless staff and/or parent/carers have given permission.

### **Emergency Plan – School/Academy Visit**

Group Leader – **INFORMS** (instruct all colleagues to record their actions as soon as possible)

### **Inform**

- Obtain facts and information
- Call the emergency services using 999
- Retain any relevant equipment
- Inform senior school/academy staff
- Request assistance on site as necessary

## Nominated First Aider – **SAVES**

### **Save**

- Administer first aid where possible
- Establish a contact point with the emergency services
- Travel with casualties to hospital
- Complete accident forms

## Nominated adult on the Risk Assessment – **CARES**

### **Care**

- Call other assistance as necessary
- Keep a record of witnesses using resource sheet
- Keep other informed of the situation
- Ensure all staff and students do not use telephones until the situation is under control and all necessary information has been passed relevant people
- Consider abandonment of activity
- Arrange for non-casualties to return to the school/academy

- Remain available to emergency services and supervising colleagues

Maintain vital communications with colleagues at all times.

## **Emergency Plan – Community Use**

Activity Leader – **INFORMS**

### **Inform**

- Obtain facts and information
- Call the emergency services using 999 if appropriate
- Contact nominated key holder who informs the Head of School or nominated representative

Nominated First Aiders if appropriate – **SAVES**

### **Save**

- Administer first aid where possible
- Establish a contact point with the emergency services
- Travel with casualties to hospital
- Complete accident forms

Nominated members of the staff – **CARERS**

### **Care**

- Keep a record of witnesses
- Keep other informed of situation
- Arrange for non-casualties to evacuate the school/academy (if appropriate)
- Care for relatives arriving at the school/academy
- Consider relocation to other premises
- Remain available to emergency services

Nominated members of the staff – **ASSISTS**

### **Assist**

- Keep others informed of situation
- Ensure alternative accommodation is available if needed
- Help to establish incident room

Maintain vital communication with colleagues at all times.

## Appendix 2

### Incident Information Form

Information required establishing the school/academy need.

The following information may be asked for dependent on the nature of the incident.

**Site of the incident:**

**Contact name:**

**Contact number:**

**Mobile number:**

**Time of incident:**

**Nature of incident:**

**Number of individuals involved Inc. age:**

**Are people injured?**

**Extent of injuries**

**What action has been taken so far?**

**Have emergency services been called?      Yes/No**

**Are the emergency services on site?      Yes/No**

**Where are the casualties to be taken?**

**Who has accompanied the casualties?**

**If a crime has been committed, has the scene of crime been preserved as far as possible?**

**What help do you need?**

**Are there any access difficulties?**

**Date and time received:**

**Name of person recording information:**

The completed form to be retained and a copy sent by email to the Trust CEO: [ctaylor@theconstellationtrust.org.uk](mailto:ctaylor@theconstellationtrust.org.uk) and the Chief Operating Officer: [ttaylor@theconstellationtrust.org.uk](mailto:ttaylor@theconstellationtrust.org.uk)

### Appendix 3

#### Log Sheet

All staff involved in an incident must complete log sheets.

Completed log sheets will:

- assist in maintaining an accurate picture of the incident
- assist in providing information of any inquiry which may follow the incident

Incident log for recording vital information in the event of a major incident.

Name: ..... Job Title: .....

Location: ..... Date: .....

Time	Personnel Involved	Event Name and nature of incident	Agreed action(s)

## Appendix 4

### Fire Arms or Weapon Attack or other Cyber Threat

**On the sound of a dedicated lockdown alarm tone, ('staff call 100' signal will be communicated through a telephone system and over the radios and then disseminated amongst staff):**

- **RUN** to a place of safety. This is a far better option than surrender or negotiate. Only do so if it will not put you in greater danger. Insist others go with you, do not let them slow you down and leave all belongings behind. If there's nowhere to go then;
- **HIDE**. It is better to hide than to confront. Remember to put your phone and all student phones on silent and turn off vibrate mode. Be very quiet. Barricade yourself in if you can and turn off the lights. If there is time, use the door wedge provided. Move everyone away from the door vision panel out of sight and away from windows, then **only when it is safe to do so**;
- **TELL** the Police by calling 999;
- When the Police arrive, they may be dressed differently, armed and treat you firmly. Do everything you are asked to do. Don't make any sudden gestures, stay calm, don't shout or wave your hands, keep your hands visible at all times so they can see you are unarmed.

### Cyber Threat

If a threat is received by email or telephone, then the Trust CEO or Head of School or a member of the CIMT will make the decision to evacuate. Either of the prior two or member of the CIMT will inform the police.

### Context

At the moment, the issue of terrorist attacks is regularly in the news, but it has been on the Security Services agenda for much longer. The police and security service have been working constantly to foil terrorist attacks for years, not months. They are not complacent about keeping you safe. Due to events in the UK and abroad, people are understandably concerned about a firearms or weapons attack. These attacks are very rare but in the event of such an attack, it helps to be prepared. Remember, attacks of this nature are still very rare in the UK.

**So, Stay Safe and just remember the words:**

### **RUN. HIDE. TELL.**

To watch the Stay Safe Film, visit <https://youtu.be/WDiv-PwEde4>

**Information is vital. If you see or hear, something that could be terrorist related, trust your instincts and call the confidential Anti-Terrorist hotline on 0800 789 321. The specially trained officers will take it from there. Your call could save lives.**

**Recommendations:**

- Regularly - all existing/new staff to be trained/watch the Stay Safe film
- Regularly refresh training. Check staff understanding
- All staff to watch <https://youtu.be/WDiv-PwEde4>
- All staff to watch <https://youtu.be/jmYmLg-jQjc>
- All staff to watch <https://youtu.be/s3y51Vd4kJ4>
- Run and Hide to stay safe, but only do so, if it will not put you in greater danger of a Fire Arms Weapons Attack
- Ensure all people know what is expected of them, their roles and responsibilities
- Regularly test and exercise plans with staff

## Appendix 5

Individual school/academy to complete with site-specific issues and named relevant staff.

<b>Evacuation Site:</b>	Sirius Academy West 296 Anlaby Park Road South Hull, HU4 7JB
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<b>Incident Room:</b>	Sirius Academy West
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### Key Contacts

Name	Contact Number
Laura Martin (Head of School)	
Faye Rihane (Deputy Head of School)	
Matthew Dale (Assistant Head of School)	
Joanna Baker (School Office Manager)	
Gordon Haigh (Site Supervisor)	

### Other

Name	Contact Number
Michael Smith (Chair of Local Governing Body)	
Michelle Heeley (Wellbeing Officer)	
Cathy Taylor (Trust CEO)	01482 975520
Trevor Taylor (Chief Operating Officer)	07817459171
Tim Attwater (Executive Primary Lead)	07880526063

## Appendix 6

### Bombs, Parcel/Letter threats

In the event of an emailed/telephone threat or delivered parcel/letter, the following action/s to be carried out:

- Leave parcel in an isolated place
- **Contact 999 immediately** and inform other schools/academies within the Trust of the incident
- Inform SLT over the radio of the incident using code word. SLT to be informed of the code word: '**CODE RED**', communicated over the telephone systems and radios
- Fire Alarm will not sound
- Staff and students to follow the Emergency Evacuation Route (Appendix 7) to their designated points
- Follow the CIMT (specific to individual school/academy)

## Appendix 7

### Critical Incident Brief Overview

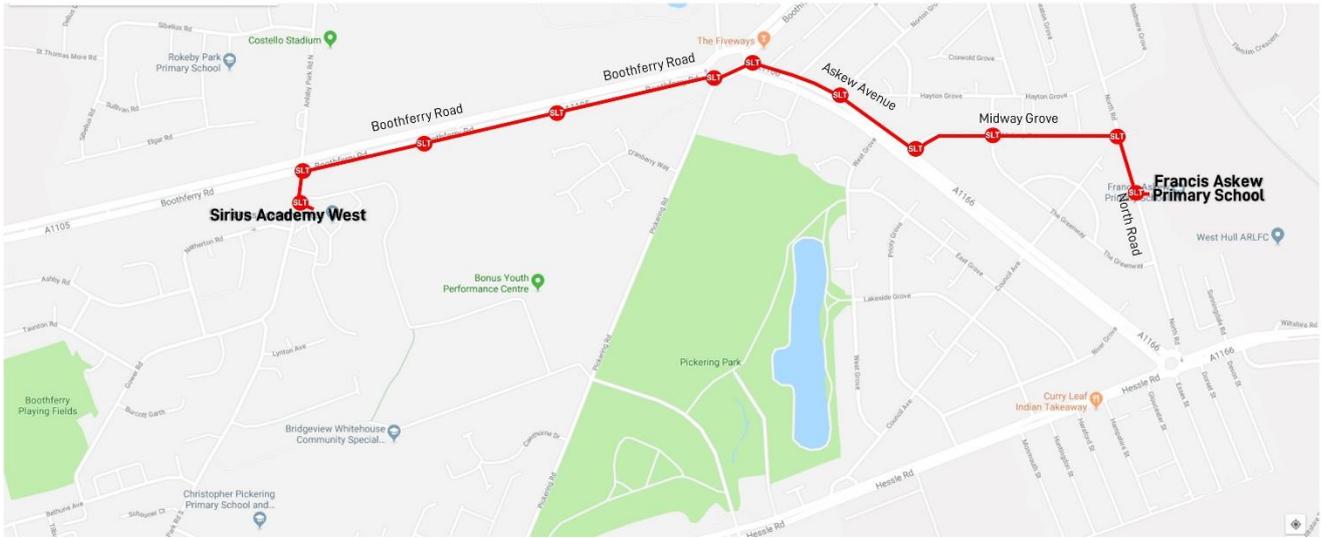
Procedures specific to **Francis Askew Primary School**

#### Classroom Reminder

In the event of a critical incident, the following steps are to be implemented immediately

- The most senior member of the critical incident team to be informed
- Emergency services called on 999
- Classes instructed to vacate the building using code word '**CODE RED**' and instructed to destination
- Administration Team to ring and inform West Hull Rugby
- Class teacher to quickly account for number of children and **lead** the evacuation in an orderly manner
- If readily available take mobile phone and radios
- Support staff follow at the back of the lines closing all doors
- Meet with member of the CIMT at the gate and be ready to pass accounted pupil numbers over
- Walk towards Sirius Academy West
- Await further instructions from a member of the CIMT
- **Do not hand over any children to parents unless instructed by the CIMT**

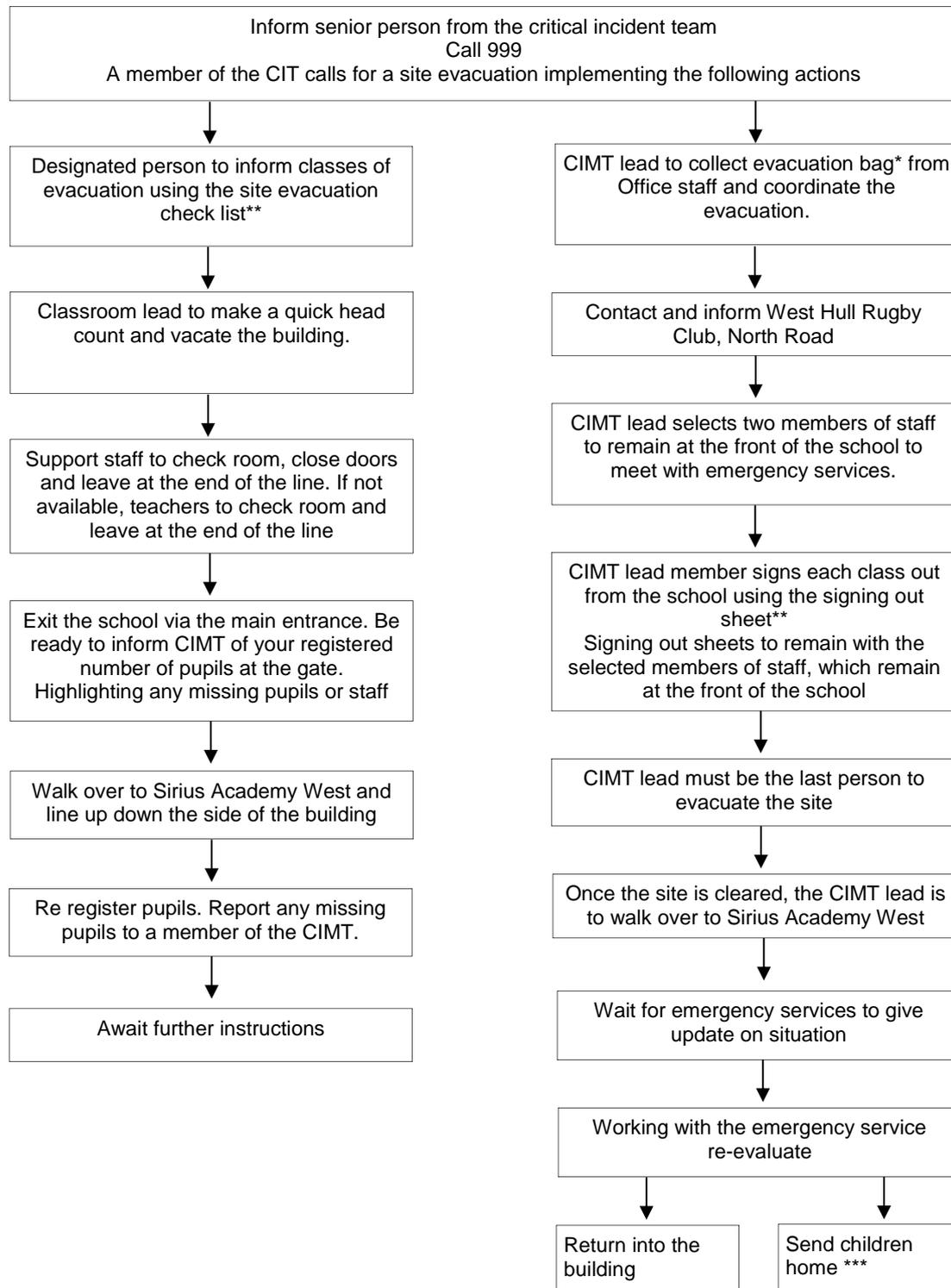
**Evacuation Route 1 to Sirius Academy West  
Francis Askew Primary School**



**Evacuation Route 2 to Sirius Academy West  
Francis Askew Primary School**



## Appendix 8



\* - Evacuation bag is situated in the school main office.

\*\* - Check lists are kept in the Evacuation bag and audited every term

\*\*\* -- CIMT lead to coordinate parental contact and the safe hand over of children