

# UNIVERSITY ACADEMY OF ENGINEERING SOUTH BANK

## Crisis Management and Critical Incident Policy

### Introduction

A crisis or critical incident is an event, or events, usually sudden, which involve experiencing significant personal distress, to a level which potentially overwhelms normal responses and procedures and which is likely to have emotional and organisational consequences.

These events could happen on or off site and could attract significant public and/or media attention.

At the University Academy of Engineering South Bank we aim to manage a crisis or critical incident well by being prepared. This document contains planned and staged responses to follow in the case of a crisis.

The scope of the Plan covers but is not limited to the following incidents:

In the Academy:

- A deliberate act of violence, such as the use of a knife or a firearm
- An Academy fire or laboratory explosion
- A major failure of Academy systems
- A student or teacher being taken hostage
- A teacher being assaulted by a student or parent or carer
- A student absconding
- An outbreak of illness such as meningitis
- The death of a student or member of staff through natural causes or accidents
- The destruction or serious vandalism of part of the Academy.

Outside the Academy:

- The death of a student or member of staff through natural causes or accidents
- A transport-related accident involving students and/or members of staff
- A more widespread disaster in the community
- Death or injuries on Academy journeys or excursions
- Civil disturbances and terrorism.

In respect of Academy trips and visits, guidance is available from the Educational Trips and Visits Policy.

### Aim

Individual teachers, senior leaders and support staff have an important role to play in managing a crisis and may be the best people to deal with the students in their classes.

The Academy will involve specialist agencies, where need dictates, to support staff or students who require further assistance to deal with a crisis.

By outlining appropriate actions to be taken in the event of a crisis, the Academy aims to reduce its effect.

## Operation

### Critical Incident Leadership Team Roles and Responsibilities

It is expected that other Leadership Team members and employees will assist as directed.

Job Title	Responsibilities
Principal	<ul style="list-style-type: none"> <li>• Co-ordinating crisis management and recovery activity</li> <li>• Declaring a disaster (or otherwise) based upon advice from the other members of the leadership team</li> <li>• Reporting on recovery process to the Board of Governors, LA and DfE/EFA</li> </ul> <p><b>Publicity &amp; Information</b></p> <ul style="list-style-type: none"> <li>• Drawing up media statements for delivery to TV and the press</li> <li>• Issuing information to other Government organisations as required.</li> </ul> <p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>• Securing areas of the academy to restrict further access</li> <li>• The assessment and protection of the damaged site</li> <li>• Facilitating the relocation to the recovery site</li> </ul> <p><b>Personnel Issues</b></p> <ul style="list-style-type: none"> <li>• The welfare of all employees, both in the aftermath of the incident and during occupation of emergency accommodation</li> <li>• Issuing information to employees and students</li> <li>• Working with managers to assess any special staffing requirements and assisting in the cross training of non-critical employees</li> </ul>
Vice Principal	<p><b>Curriculum &amp; Student Welfare</b></p> <ul style="list-style-type: none"> <li>• Co-ordination of the business recovery operation in respect of the teaching teams. Providing the link between employee teams and SLT</li> <li>• The welfare of the students both in the aftermath of the incident and during occupation of emergency accommodation.</li> </ul>
Business Manager	<p>Responsible for the following, drawing upon the relevant managers where appropriate;</p> <ul style="list-style-type: none"> <li>• Recording all expenditure resulting directly from the emergency</li> <li>• Liquidating any short-term deposits necessary to ensure liquidity for settling bills</li> </ul>

Job Title	Responsibilities
	<b>IT &amp; Telecommunications</b> <ul style="list-style-type: none"> <li>Provision of IT and communications infrastructure to displaced business areas</li> </ul>

### Response to a critical incident – Checklist for actions

Action Point	Guidance Note	Personnel Involved	Comment
1. Gather information	<ul style="list-style-type: none"> <li>What happened/where/when.</li> <li>Call the emergency services if necessary.</li> <li>How many involved; who are they?</li> <li>Name and contact numbers of adults at location of incident.</li> <li>Details and location of injured (severity, name of injured and supervising adult(s) names(s) / contact number).</li> <li>Details and location of non-injured names, and supervising adult(s) name(s) /contact number.</li> <li>Has anyone else been informed e.g. emergency services (what were they told?)</li> <li>Ensure Chair of the Board of Governors and Principal are informed.</li> </ul>		
2. Call a meeting of the Senior Leadership Team (SLT) for briefing	<ul style="list-style-type: none"> <li>Assign tasks and ensure each individual knows what is expected and logs their action on a central log of events record sheet.</li> <li>Consider whether you may need to close the Academy.</li> <li>Identify a member of SLT as the person to co-ordinate information.</li> </ul>		
3. Establish a base for SLT to operate with dedicated phone use	<ul style="list-style-type: none"> <li>SLT to agree a statement for all incoming calls, which can be managed by properly briefed staff or via informative answer phone messages where not all Academy lines can be operated personally (e.g. after Academy hours).</li> <li>SLT to brief personnel having direct links with public/media (factual brief statements only). (Discourage any speculative discussion; route all press enquiries to the designated SLT member acting as the Press Officer, if possible, in the case of a serious incident.).</li> <li>Establish press release.</li> </ul>		

Action Point	Guidance Note	Personnel Involved	Comment
	<ul style="list-style-type: none"> <li>• Ensure telephone line(s) or mobile phones for outgoing calls available.</li> <li>• Action the 'telephone cascade' for staff and governors [where appropriate] to keep information flow fast and accurate.</li> <li>• Where a Crisis/ Incident team is to meet if Academy buildings are either not available or not suitable (privacy required), a register of emergency contact telephone numbers will be developed and held by the Principal, Vice Principal and Principal's EA. This list would include all contact details of SLT members and Governors, Emergency services, Government support agencies, Press etc with named contacts where possible.</li> </ul>		
<p>4. Contact families whose relatives (children and adults) are or may be involved</p>	<ul style="list-style-type: none"> <li>• Should be done quickly and with great sensitivity, preferably by a member of SLT – but remember it is the responsibility of the police to notify next of kin in the event of a death.</li> <li>• Consistency of information is essential, therefore use agreed statement and most up-to-date information from your contact adult on the site.</li> <li>• Try not to leave messages or use extended chains of communication.</li> <li>• Establish a reception base for concerned relatives coming to the Academy.</li> <li>• Ensure this is staffed by people who can comfort and inform relatives. Maintain direct contact with this base.</li> </ul>		
<p>5. Prepare general information for all stakeholders</p>	<ul style="list-style-type: none"> <li>• If you have concerns about issues of legal liability or the likelihood of police action, any further information should be drafted with the help, if possible, of the appropriate Education Officer. They can check with relevant agencies before letters are issued to the wider Academy community.</li> <li>• Information should be simple, factual, express sympathy, concern, and should indicate when further information may be offered.</li> </ul>	<p>Southwark</p>	
<p>6. Briefing employees and governors</p>	<ul style="list-style-type: none"> <li>• Ensure SLT have a schedule to brief staff on a regular basis.</li> <li>• Ensure all staff (teaching and non-teaching) and governors are prohibited from speaking to the</li> </ul>		

Action Point	Guidance Note	Personnel Involved	Comment
	media. This responsibility should be referred to a named person in the team.		
7. Briefing Students	<ul style="list-style-type: none"> <li>• Usually best managed in class or community groups by adults best known to the Students. The agreed statement can then be delivered in a way which is age-appropriate to the group.</li> <li>• A large gathering can generate hysteria, which can become a management problem in itself</li> </ul>		
8. Briefing the media	<ul style="list-style-type: none"> <li>• By contacting the designated SLT member acting as the Press Officer at the earliest opportunity colleagues can liaise swiftly to direct press interest away from the Academy.</li> <li>• The Press Officer can act as the local agent for media enquiries and can enable you to continue to manage the internal situation. Keep the Press Officer well briefed at all times.</li> <li>• Even if you have good links with local media, it is advisable for any enquiries to be directed to the Press Officer.</li> </ul>		

### Monitoring and Evaluation

The Board of Governors and Principal will monitor the operation and effectiveness of the Academy's Crisis Management Policy at specified intervals.