



## Critical Incident Management Policy and Procedures

### Introduction

An incident becomes critical when it constitutes a serious disruption arising with little or no warning on a scale **beyond the coping capacity** of the Trust or individual academy operating under normal working conditions.

Examples of critical incidents include death, serious injury, serious accidents, major fire, building collapse, riot and serious acts of violence.

Such incidents can occur on site whether during or outside of academy hours, or away from the academy site on an academy or Trust business.

The prime objective, shared between the Academy and the Trust, is to serve the best interests of students and staff in coping with an incident, collectively and individually.

This policy has been compiled to provide guidance, in the hope that it will never be necessary to refer to it in the context in which it has been written. It is impossible to plan for every eventuality and by their nature; critical incidents will disorientate and overwhelm those involved. Effective planning and adherence to responsibilities will greatly assist in the management of a critical incident and help to restore normality as soon as possible.

### A critical incident may be defined as:

- An accident leading to a fatality
- Severe injury or severe stress
- Circumstances in which a person or persons might be at serious risk of illness eg outbreak of contagious illness/disease like meningitis
- Circumstances in which any part, or whole of the academy is unable to function as normal due to external influences eg fire
- Any situation in which the national press or media might be involved.

### Critical incidents may include:

- Death of a pupil or member of staff
- Death or serious injury on educational visit
- Epidemic in academy or community
- Violent incident in the academy or Trust building
- A student missing from home
- Destruction or major vandalism or arson in the academy or Trust building
- A hostage taking
- A transport accident involving Trust/academy members
- A disaster in the community
- A civil disturbance or terrorism

### Good Preventative Practice

#### Curriculum

Academies should address issues such as death, bereavement and serious injury in the delivered curriculum. The teaching of these issues in RE, PSHE, citizenship, English, drama, history, humanities and sociology lessons etc. is enormously beneficial to students in the event of an incident.



### Pastoral Support

Effective pastoral support policies and structures, which include strong links between students and staff underpinned by a clear ethos of care, trust and support will enable the effective management of any incident.

### Administrative Practice

In the event of a critical incident, good administrative and back-up systems assist effective management and a fast response.

Academies and Trust offices (as appropriate) will;

- Maintain an up to date list of all students and staff including next of kin contact details
- Store computer copies with back up information either off-site or in a suitably risk assessed area on site if appropriate
- Promptly complete registers at the beginning of each morning and afternoon session with the names of those who are late or leave early recorded
- Operate an effective signing in and out procedure for all visitors and volunteers

### IT Disaster Recovery

Academies will :

- Maintain routine daily backups of all data, both administrative and curriculum
- Maintain offsite backups of all data required to operate as an academy (as a minimum Management Information Systems and Financial Information Systems)

This will ensure that a basic working administration system could be re-established on a temporary basis within 24 hours of the loss of all key systems.

### Educational Visits

All academies will plan educational visits carefully and refer to the Trust's Educational Visits Procedures, follow prescribed risk assessment protocols and seek approval from the educational visits co-ordinator.

### Health and Safety

The Trust's Health and Safety policy should be read in conjunction with this policy. Regular health and safety checks on the buildings and site will be conducted and all health and safety procedures followed.

### Development of the Critical Incident Management Pack

All Trust academies will develop a Critical Incident pack using the Trust's Critical Incident Academy template which will be ratified by the Local Governing Body.

In order to respond effectively in the event of a critical incident it is important to keep the documents in this pack up to date and keep them in a readily accessible place and that all staff are made aware of it. The Critical Incident pack ensures that academy staff follow best practice and legal guidelines.

Within the pack are all the forms in **Appendix 4** as follows:

1. Contact Information of Critical Incident Management Team (CIMT) within the academy
2. Contact information of Trust Emergency Team and local numbers that might be of use
3. Quick Reference Action Sheet 1 – Guidance for academy staff if the Critical Incident is within the academy environs
4. Quick Reference Action Sheet 2 – Guidance for group leaders if the Critical incident is out of the academy
5. Quick Reference Action Sheet 3 – Guidance for senior staff when informed of a Critical Incident that is out of the academy



6. Incident Log
7. Prompts for the information needed on the incident log

The overall priorities in the event of a critical incident are to save life, minimise personal injury, safeguard the interests of the students and staff and to minimise loss and return to normal working quickly.

An academy's reaction to a critical incident has been divided into the following categories:

- a) Immediate action
- b) Short term action
- c) Medium term action
- d) Longer term action

**a) Immediate Action – 10 Step Plan**

1. Obtain and collate information relating to the incident
  - Personnel with information relating to the critical incident will brief the Principal
  - Principal or designated staff member will contact the Trust's CEO, the Trust's Head of PR and Communications, the Trust's Head of HR and the Chair of Governors
  - CIMT will be called together– Cover Supervisors/Free Teaching Staff will cover any necessary classes
2. Gather and brief the CIMT (Critical Incident Management Team)
  - The Principal (or senior member of the SLT) will brief the CIMT and assign appropriate roles and responsibilities.
  - A factual statement to summarise the situation will be prepared.
3. Trigger support from DRET and other contacts on emergency list
  - Designated staff member will trigger any additional support required
4. Set up an incident management room and dedicated phone line
  - The designated staff member will be stationed in the office to answer in coming calls from anxious callers using the prepared response. No additional information will be shared with callers to limit speculation or unnecessary rumours.
5. Contact families affected
  - The designated staff member will contact parents/carers and share a brief agreed statement to communicate the necessary information. Additional personnel may be required
  - If families need to come to the academy for support an area will be designated that is clear of any risk.
6. Make arrangements to inform other parents/carers
  - The designated staff member will prepare a letter to inform parents of the situation if appropriate in consultation with the Chair of Governors and DRET.
7. Inform teaching and other academy staff
  - An emergency briefing session will be scheduled. to inform the staff of the incident and identify immediate action to be taken. If staff are required to share any information with students a



written response will be issued to ensure consistency in approach. Staff will be briefed on the nominated person/s who will address the media if required.

8. Inform students

- If appropriate, the Principal will address all students to feedback the necessary information. Alternatively staff will be provided with statement to give students, which will be issued within class/form groups.

9. Deal with the media

- The Principal will seek guidance from the Trust on the appropriate response for the media.

10. Devise a plan for handling the reactions and feelings of people affected

- The CIMT will remain in the academy to support the students, staff and families if appropriate. A short-term action plan will be prepared to manage procedures for the forthcoming hours/day

**b) Short Term Action**

1. Re-union of children with their families

CIMT will organise the 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 academy community will be prepared.

2. Managing staff

DRET will guide the CIMT on organising the necessary support from outside agencies. A staff briefing will inform colleagues of the planned action and available support programmes.

3. Encourage students to talk

The CIMT will brief staff on the support students may need and appropriate strategies, which could be used in the short term. The long-term implications of the incident will be reviewed.

4. Debriefing meeting (if necessary)

At an appropriate time a Trust representative or other appropriate person will hold a debriefing meeting for staff, students and their families. The debrief will address:

- A clarification of the incident
- Shared reactions
- Information on available support e.g. parental support group

5. Formal and informal recognition of rituals

The CIMT will make the necessary arrangement to contact the families of the hurt or bereaved on behalf on the academy. If necessary, cover will be organised to enable students/staff to attend funerals/memorials. Special assemblies, or appropriate memorial service will be organised.

6. Re-establishing routines

The 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.



### c) **Medium Term Action**

#### 1. Return to the Academy for staff or children after long absence

The CIMT will manage the reintegration of staff or students who return to the Academy after prolonged absence. Strategies to support returned students/colleagues will be considered according to the needs of the individual. Professional support will be sought if necessary from Educational Psychology Service to support individuals who have given signs of prolonged reaction to the incident.

#### 2. Keeping parents/carers informed

The Principal will update parents/carers of any additional information or guidance to deal with the effects of delayed reactions of those students may have as a result of the critical incident.

#### 3. Support for staff

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

### d) **Long Term Action**

#### 1. Monitoring the vulnerable

The Academy pastoral team will monitor the progress and emotional well-being of students affected by the events of the critical incident. New staff and students will be briefed on the academy's history if appropriate to raise awareness of potentially sensitive issues and anniversary times.

#### 2. Marking anniversaries

The opinions of the staff and students will need to be sought on how the academy community may wish to mark the anniversary of events and if indeed such a commemoration is required. Suggestions for academy to mark anniversaries are by annual concerts, memorial services, memorial prize giving ceremonies, memorial gardens etc.

#### 3. Legal processes

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.

#### 4. Curriculum implications

Appropriate support and INSET training will be provided for staff eg loss counselling, bereavement etc.

### Key Messages

- No adults or children should speak to the press/media under any circumstances without the express permission of the Principal or member of the CIMT. Media requests for information should be directed to the Head of PR and Communications for David Ross Education Trust (the Trust). Any other statements should be first checked with the Trust's Head of PR and Comms and with the emergency staff at the scene. One person only will speak to the media – usually the Head of PR and Comms. . **Do not make “off the cuff” or unofficial comments to anyone at any time, even after the incident.**



- A clear and concise record of all actions taken **must** be kept by all of those involved. (Use the Incident log sheet in the Critical Incident Pack)
- 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.
- Always inform the CIMT of any concerns however minor they may appear.

## COPING WITH EMERGENCIES & THE AFTERMATH

### Dealing with the aftermath of a major incident

The effects of any major incident upon all of those connected with it cannot be precisely predicted and necessary care and support will be needed as soon as it can possibly be provided. The Educational Psychology Service, Staff Welfare and Social Services all have staff trained to assist and support schools in such circumstances. Equally, the Academy may have established links with other county and voluntary groups able to assist.

**Remember you will not be alone and outside support is available to you BUT** it is essential that if more than one agency is involved in the incident their efforts must be co-ordinated

- You are the best placed to help your children.
- Remember to keep to your routine.
- Keep talking to your school community - to students, to staff, to your Governors. At the same time listen to them. Remember to talk to your friends.
- Arrange for debriefings and build on the experiences through discussion, drawing and role-play. Look to separate facts, thoughts and feelings.
- Monitor possible effects.
- Do not talk to the media without prior approval and be careful how you answer the telephone. Try not to apportion blame.
- Think carefully about how hurt or bereaved parents/carers should be contacted, or how hospital visits should be arranged. Use the support of the Governors.
- Consider any protocol for funerals. Consider a special assembly. Think carefully about any plans for memorial services or fund raising.
- Consider what may have been lost - not only lives, but property and belongings.
- Think carefully about how you will manage the return to the academy for injured students or staff.

### REMEMBER

- You can do no more than your best
- Expect heightened anxiety or guilt
- Mistakes may happen
- Do not expect instant results or to please everyone
- Learn from what has happened

**Appendices 1-3 (following) are checklists which are intended to help staff ensure all actions listed above are completed. Academies may choose to include these in the Critical Incident Plan but they are not mandatory.**



## Appendix 1 Checklist of Immediate Actions

### **ACTION 1 – Implement Critical Incident Management Pack**

- Key staff released from all duties
- Collect CIM Pack – use off site copy if necessary
- Open log of events, actions, times.
- Preserve scene of crime – if appropriate

NB: 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 academy/Trust 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 – Assess risks, ensure safety**

- Contact Emergency Services
- Open incident log and maintain throughout - use Resource Sheet 2
- If off-site, establish plans for return of party
- Determine condition of adults for continuing safe supervision

### **ACTION 3 – Gather Information**

- 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 – Inform the Trust**

- Contact the Trust Emergency team (CEO, Head of HR and Head of PR and Communications)
- Agree whether the Trust needs to initiate Critical Incident Plan

### **ACTION 5 – Mobilise Academy Critical Incident Management Team (CIMT)**

- Brief CIMT and establish independent telephone line (may be mobile)
- Clarify tasks, assign roles as identified in the Academy's plan
- Timetable meeting(s) for review
- Plan for role of Trust staff
- Inform the Chair of Governors



**ACTION 6 – Contact families**

- Designate key members of staff and brief them (write statement)
- Use academy records methodically – no duplication or omissions
- Offer other useful phone numbers, offer contact with other families if alone
- If parents/cares/family cannot be contacted seek assistance from other professional eg the police, social services
- Arrangements for contacting students / staff families and return home

**ACTION 7 – Information Update**

- Brief staff and governors, students, parents and community – Resource Sheet 3
- Establish support of Chair of Governors
- Schedule briefing updates
- Take advice from Public Relations re: Media contact
- Give appropriate support for key staff with stressful tasks
- Identify absentees and plan briefing for them





## Appendix 2 Checklist of Short Term actions

### ACTION 1 – Plan Management of Incident

- Meet with CIMT and the Trust representatives
- Review plans, clarify tasks, assign roles
- Co-ordinate 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, contact the Trust’s Head of PR and Communications
- Ensure all future media contacts are in line with advice
- **Release no names to media until confirmed by statutory authority 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 an 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 students/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 academy, ensure arrangements are known to all; transport, collection, safe waiting areas, plans for re-opening
- Plan for on-going support on return to the Academy

### ACTION 4 – Arrangements for personal effects, registers and areas of academy affected

- Make decision after discussion with parents/carers with regard to personal effects
- Discuss with class members about work on displays, books, lockers etc.
- Adjust class registers, rotas and other pupil listings
- Make appropriate arrangements for any parts of the Academy affected e.g. cleaning, painting



### Appendix 3 Checklist of Medium and Long Term actions

#### **ACTION 1 – Expression of sympathy**

- Plan how this will be carried out (EPS will help)
- Plan how best to support family
- Plan for attendance at funeral
- Plan for any form of memorial
- Arrange for Academy rep. to visit ill/bereaved
- Cards and messages from students/adults
- Special assembly or service
- Special area for dedicated display

#### **ACTION 2 – Return of those involved to the Academy**

- Home visit by class/form tutor to discuss needs e.g. part-time return
- Support for emotional needs, e.g. how to cope with questions
- Support for possible physical needs e.g. mobility problems
- Rota of home visits by school friends
- Work to be done at home prior to return if appropriate
- Brief staff and students prior to return on how best to offer support
- Arrangements for differentiated work, missed course work, exams, workload for returning staff. Time off for those staff involved.

#### **ACTION 3 – Memorials and commemorations**

- Consider appropriate memorial – wishes of those involved
- Appeals and donations, seek advice from Red Cross
- Marking of anniversaries
- Brief subsequent new staff about the incident and long-term emotional needs of those affected
- It can be helpful to recognise that an incident typically consists of three phases - immediate actions, managed response and return to normality.



**Appendix 4**

**CRITICAL INCIDENT MANAGEMENT PACK**

**Contents**

<b>Sheet 1</b>	<b>Contact names and details of Critical Incident Management Team (CIMT)</b>
<b>Sheet 2</b>	<b>Useful emergency contact numbers</b>
<b>Sheet 3</b>	<b>Guidance for Academy staff in event of a critical incident in Academy_environs</b>
<b>Sheet 4</b>	<b>Guidance for Group Leaders on Out-Of-Academy activities</b>
<b>Sheet 5</b>	<b>Guidance for senior staff on hearing of a critical incident out of Academy environs</b>
<b>Sheet 6</b>	<b>Incident log for recording vital information in the event of a critical incident</b>
<b>Sheet 7</b>	<b>Prompts for filling in Incident recording log</b>



**Sheet 1**      **Contact names and details**

The Critical Incident Management Team (CIMT) comprises the following staff :

<b>Name</b>	<b>Position</b>	<b>Role in CIMT</b>	<b>Phone number</b>
<i>List all staff members in CIMT</i>			



**Sheet 2**      **Useful emergency contacts**

Contact	Name	Telephone
Chair of Governing Body		
Police	Central switchboard	01522 882222
Emergency Services	Police Fire Brigade Ambulance Coastguard	999
Civil Protection Officer		
LCC	Education Psychologist School Services Manager Head of School Administration Communications Team Employee Support Counsellor Service Health & Safety Helpline	01522 552222
Emergency Planning Unit		01522 582220 office hours 01522 888111 24/7 ask for Emergency Planning Officer to call back
Electricity	Southern Electric	0845 070 1699/ 0800 056 8090
Gas	ESPO Energy	01162 657884
British Telecom		01522 814400
Environment Agency		08708 506506
District Council		01476 406080
Hospitals :	Grantham Lincoln Boston Peterborough City Queens Medical Centre, N'ham	01476 565232 01522 512512 01205 364801 01733 678000 01159 249924
Religious contacts	Diocesan Office Lincoln County Hospital Chaplain	01522 429241 01522 512512
Lincs Centre for Grief and Loss		01522 546168
Other Voluntary Agencies	Samaritans CRUSE Childline Winston's Wish Family Line	0345 7909090 0870 167 1677 0800 1111 0845 2030405

The County Civil Protection Unit should be used to mobilise wider responses.

In the event that the academy buildings cannot be used and an evacuation is necessary, staff will escort students to \* *Insert name of place* that has the capacity to accommodate all the students until they can be dismissed as appropriate.



**Sheet 3**      **Guidance for Academy staff in event of a critical incident in Academy environs**

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Principal and members of CIMT - **INFORMS**

**INFORM**

- Obtain facts and information
- Call the emergency services using 999
- Retain any relevant equipment
- Inform rest of academy staff and children as appropriate
- Contact the Trust CEO
- Contact Chair of Governors
- Contact health and safety representatives
- Prepare to deal with the media

First Aiders - **SAVES**

**SAVE**

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

Designated member of CIMT - **CARES**

**CARE**

- Keep a record of witnesses
- Keep others informed of situation
- Arrange for non casualties to evacuate the Academy
- Care for relatives arriving at the Academy
- Consider relocation to other premises
- Remain available to emergency services

Designated teachers and/or pastoral care staff – **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 PARENTS/CARERS HAVE GIVEN PERMISSION**



**Sheet 4**      **Guidance for Group Leaders on Out-Of-Academy activities**

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**There has been a major incident**

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 Academy staff
- Contact health and safety representatives
- Request assistance on site as necessary
- Prepare to deal with the media

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
- Keep others informed of the situation
- Ensure staff and students do not use telephones until the situation is under control and all necessary information has been passed onto the head of establishment and Trust representatives
- Consider abandonment of activity
- Arrange for non casualties to return to the Academy
- Remain available to emergency services and supervising colleagues

**MAINTAIN VITAL COMMUNICATIONS WITH COLLEAGUES AT ALL TIMES**



**Sheet 5**      **Guidance for senior staff on hearing of a critical incident affecting an Out-Of-Academy activity**

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**There has been a major incident  
Instruct all colleagues to record their actions as soon as possible**

Principal **INFORMS**

**INFORM**

- Obtain facts and information
- Ensure emergency assistance has been called
- Confirm who is in charge
- Contact Principal/senior staff
- Contact the Trust CEO
- Contact Chair of Governors
- Contact other staff
- Prepare to deal with the media

Designated member of CIMT - **CARES**

**CARE**

- Decide who and how to tell parents of children on the visit
- Establish incident room
- Establish room for relatives
- Remain available to supervising colleagues

**MAINTAIN VITAL COMMUNICATIONS WITH COLLEAGUES AT ALL TIMES**





**Sheet 6**      **Incident log for recording vital information in the event of a critical incident**

Name.....Date.....Page.....of.....

DATE	TIME	EVENT Name and nature of incident	AGREED ACTION(S)



## Sheet 7      Prompts for filling in incident recording log

### **Recording vital information in the event of a major incident**

The following information should be recorded at any critical incident.

- Who is reporting the incident?
- Where are they reporting from? (Telephone Number)
- What has happened?
- Where has the incident occurred?
- When did the event occur?
- Have the emergency services been summoned?
- Have they arrived?
- Have any other support services been summoned?
- Have they arrived?
- How many of the party are involved?
- What has happened to them?
- What is their condition?
- Where are the rest of the party?
- Who is with them?
- Where are the casualties to be taken?
- Who is accompanying them?
- Do they have a contact number?
- When will the next contact be made?
- If a crime has been committed, has the scene of crime been preserved as far as possible?