



Oxford Sixth Form College

A NORD ANGLIA EDUCATION SCHOOL

Crisis Management Policy

Revised: June 2024

Review date: June 2025

Policy Statement

The safety of our students and staff is the single most important responsibility of the College. We are committed to ensuring that all precautions are taken, that all regulations are complied with as far as reasonably possible. We will proactively undertake all possible measures to keep our students safe in the event of a crisis. This includes staff training, comprehensive risk assessing of all activities, events and trips and regular reviews of this policy and its procedures.

This policy has been produced following guidance from the National Counter Terrorism Security Office and the Department for Education (DfE).

Crisis Situation

A crisis situation is defined as any event that is, or is expected to lead to, an unstable and dangerous situation affecting an individual, group, community, or whole society. A crisis can occur as a result of an unpredictable event or as an unforeseeable consequence of some event that had been considered a potential risk. In either case, crises almost invariably require decisions be made quickly. Below are some examples of situations which may occur.

On Site:

- the death of a student or member of staff through accident or natural causes such as illness
- a deliberate act of violence such as a knifing, the use of a firearm or sexual abuse
- a school fire, chemical accident or an explosion
- a terrorist or attack from an group or an individual

Off Site:

- deaths or injuries on social programmes such as a road accident
- tragedies involving students from many schools such as a plane crash or fire in a cinema
- civil disturbances such as a riot or terrorist attacks in Oxford or another city or airport
- a flood in the local vicinity
- a chemical spillage or chemical attack in the city

All crisis situations will be reported and subsequently investigated by the College's Senior Management Team (SMT). Records are kept of all serious incidents and will be used to review safety procedures.

In the event of a pandemic the College will follow the Government guidance at all times and ensure that staff, students, parents/guardians and agents are regularly updated at each stage. The SMT will keep a clear record of the steps taken.

Serious Incidents

To ensure that we deal with any serious incidents in the most efficient and professional manner possible, we have formalised our emergency procedures in this policy, which sets out clearly all actions to be taken in the event of a serious incident.

Serious Incident Investigation

All accidents or incidents will be reported and subsequently investigated by the SMT. Records are kept of all serious incidents. Information contained in the report will be used to establish the cause or causes and to implement any remedial action necessary.

Serious incident reports will minimally contain the following:

- Date, time and place of the accident or incident
- The parties involved
- Witness details
- Events leading up to the accident or incident
- Injury or damage sustained to the parties involved
- Any immediate or underlying causes
- Emergency action taken at the time of the accident
- Suggested further remedial action

It is important that the report only contains facts and should be produced immediately after the incident or accident.

A record of any serious incident will be made in Sphera and where necessary, reported to the Health and Safety Executive (HSE).

The Emergency Team

Principal - Carole Nyssen

Vice Principal – Melissa Tynegate

Director of Quality, Compliance and Data – Marc Lewis

Regional Director. Admissions, marketing & communications

Europe – Anabella Quintero

Head of Operations UK – Paul Dewberry

The emergency team will decide which and when other senior staff should be brought onto the emergency team.

The emergency team will decide whether the nature of the incident requires the setting up of an emergency centre. An emergency centre will be at the College offices in 12 King Edward Street, Oxford, OX1 4HT in the first instance but located in one of the College's other buildings if this property is not available for use as a consequence of the incident being dealt with.

Tasks for the Emergency team

- To gain full and accurate information about the nature of the incident at the earliest possible moment to decide who to send to the incident scene if appropriate.
- To ensure that the group are safe and looked after
- To establish the names of any casualties
- To ensure that the staff member at the site of the emergency has been able to operate the appropriate emergency procedures
- To decide on procedures for informing parents, guardians or others including Nord Anglia representatives where necessary. Guidance will be taken from the authorities (Police) as to the process for informing people in cases of fatalities or serious injury). This could be by email or phone or by a College Spokesperson through the media.
- To decide where to set up the Press Centre if necessary
- To decide the wording of any Press Statement

- To decide who should speak to the media
- To decide how to inform other students and staff
- To determine how to keep the College running as normally as possible
- To set up strategies to deal with enquiries

The Media

Dealing with the Media

It is an essential task of the College to protect students, parents, and staff from the glare of publicity. While the media can help inform the public responsibly, it can also be harmfully intrusive at times of stress and personal grief.

No one is to release a statement or talk to the media without clear instruction first from the SMT.

One of the members of the emergency team will be nominated as Press Officer to deal with the media unless otherwise advised by a Nord Anglia representative. All enquiries should be directed to and through the Press Officer who will arrange to have a briefing session with the press if necessary. Everything must be done to ensure that press and television do not have access to staff or students unless the Emergency Team should direct otherwise. Press and television will not be allowed onto the premises. They will be given regular briefings by the Press Officer.

Media reaction to a tragedy advances according to the 3Ms principle:

Mayhem - any information will satisfy them

Mastermind - seeking an expert comment

Manhunt- who is to blame?

The progression through the 3Ms can be as quick as 24 hours and will be complete within three days when the media will move onto another story.

Dos & Don'ts in a Crisis

- **DO** talk to lawyers or other professionals for advice where appropriate
- **DON'T** ignore it, **DO** be aware of how a story might develop
- **DON'T** underestimate, **DO** put someone in charge
- **DON'T** underestimate the speed of reaction
- **DON'T** underestimate interest, **DO** be aware of their deadlines
- **DON'T** say 'no comment', **DO** issue statements, but only when it has been approved by SMT
- **DON'T** be rushed, **DO** establish pattern of news briefings
- **DON'T** underestimate impact, **DO** consider the impact on the school's reputation and the implications of what you say

DO have a 'consistent' message

See Appendix A for Critical Incident Action Plan

Emergency Procedures

See Appendix B for Flow chart

Emergency procedures are difficult to define because the emergency can take so many different forms. It may be a fracture, food poisoning or a fatality, or any illness requiring immediate medical treatment. It may on the other hand be a lost student who is soon found or a coach crash in which no serious injuries are sustained. The following notes are for guidance. The procedures listed will not all apply to all emergencies.

1. Ascertain the nature and extent of the emergency
2. Give First Aid and attend to the casualty(ies). Ideally this would be undertaken by a First Aid certificated staff member however there may be a situation where a non-certificated member of staff can administer first aid safely.
3. Make sure all other group members are accounted for, are safe from danger and are well looked after
4. Call the emergency services as required. The police will take any statements. An adult from the party should accompany any casualties to hospital
5. Collect the remainder of the group and if you are off-site arrange for their return to a base
6. Arrange for one adult to remain at the incident site to assist or liaise with the search/rescue/emergency services
8. Contact a member of the SMT giving details including:
 - Your name
 - Nature, date and time of incident
 - Location of incident
 - Details of injuries Names and telephone numbers, if necessary, of individuals involved and action taken so far
 - Confirm which telephone numbers will be used for future communication. For a serious incident, where the media may be involved, try to identify alternative telephone numbers at 'home' and 'off-site base' as other lines will quickly become jammed.
9. The SMT will identify alternative and additional telephone lines as needed
10. The SMT will arrange to contact parents/carers or, in the case of a staff member, their next of kin, of those involved as soon as possible. For a serious incident the SMT should contact parents or guardians of all party members
11. A designated person should act as the on-going point of contact with the media to whom all involved should direct questions and requests. This person will need to liaise with the emergency services, perhaps on site. This will normally be one of the SMT and will be nominated as soon as possible.
12. Write down all relevant details whilst still fresh in the memory, e.g. timing of events, who was present, what happened and who did what and when. Other staff members may be asked to do the same. A record should be kept of names and addresses of any witnesses. Keep any equipment involved in its original condition.
13. Restrict access to a telephone until you have informed the SMT and there has been sufficient

time for the SMT to contact those directly involved

14. Legal liability should not be discussed or admitted

15. Refer requests from the media to the SMT

16. Complete all accident forms

N.B. Keep details of these emergency procedures to hand and ensure that you have the means of implementing them.

Bomb Threats

Most bomb threats are made over the phone and the overwhelming majority are hoaxes, made with the intent of causing alarm and disruption. Any hoax is a crime and, no matter how ridiculous or unconvincing, must be reported to the police.

Actions:

If you receive a bomb threat, try and ask the following questions:

- Where is the bomb right now?
- When is it going to explode?
- What does it look like?
- What kind of bomb is it?
- What will cause it to explode?
- Did you place the bomb?
- Why?
- What is your name?
- What is your address?
- What is your telephone number? (NB if the number comes up on your phone screen write it down immediately)
- Make a note of the time the call was taken
- Dial 999 and police will respond. You should always consider their advice before a decision is taken to close or evacuate.

Immediately after you have called the police you must contact the Principal or, in their absence, a member of the SMT and report what has happened. The SMT member will decide whether or not the College should evacuate one or more buildings.

A search of the building/s concerned will only be conducted on the advice of the police. Advice on the safety of returning to the building/s will be sought from the police.

Handling Trauma

The best people to deal with students and staff in the immediate aftermath of a tragedy are those who know them best. It is therefore important that the staff should be the people who are immediately available to inform and comfort the students e.g., take the students to a comfortable and secure location, perhaps providing a warm beverage if you are able to. Initially support should be organised from within the College itself.

In the longer term the presence of professionals may be necessary in which case the intervention team will decide at what stage and for whom psychologists, counsellors or social workers need to be brought in and for how long.

Any incident or situation which is described and treated as a crisis must be fully recorded and kept with all the supporting material and documents in a designated folder. The material must be kept indefinitely and be readily available to anyone with a reasonable interest in it.

Who is On Duty?

One of the SMT is always available and where this may not be possible for some unforeseen reason a designated deputy will be appointed to deal with serious situations.

Students in Accommodation

We need to be mindful that students of OSFC will be living in their own homes or in the boarding houses, hostels, private rentals, with hosts or possibly hotels.

Any accommodation our students, who are living independently, use will all have their own emergency procedures as well as their own Health and Safety Policies. We will ensure that a responsible person in the boarding house, hostel or hotel has contact details for the College and for the SMT in case of emergency. The Director of Student Services have contact details of landlords for those students in privately rented accommodation.

Students on Social Activities not organised by the College

Any trips organised by a third party will also have their own emergency procedures. The College will make sure as far as possible that the organisers have contact details to use in case of an emergency. The College will also make sure contact numbers of the organisers are available to the SMT.

Event likely to affect our students or staff directly

For example, a terrorist attack/large-scale disaster in Oxford or a fatal crash.

Any member of staff who discovers such an event has taken place should immediately inform one of the SMT.

Initially there will be a quick meeting of the SMT to decide whether this is a very serious event and what action to take. The priority will be to provide factually accurate information and to enable this to be passed to students as quickly as possible.

If the incident happens during the normal working day the SMT will immediately call a meeting of the students and staff in the College and convey the information.

If the incident happens outside the normal working day, the SMT will decide on the best and most appropriate way to convey the information to students, parents, guardians, agents or others.

Large scale disaster somewhere in the world

- The SMT will establish which students are directly affected by the event
- The students will be located and informed by the SMT or Senior Tutor (someone they know well)
- The SMT or Senior Tutors will assist students in making contact with parents / family
- Students will be looked after and given a chance to express their fears. This will mean SMT or Senior Tutor staying with the student

Please see Appendix C for case studies of what to do in a crisis.

Planning procedures

Crisis during a trip or off-site activity

In the planning of a trip or activity that is off-site it is important to take into account all possible risks and plan actions that will mitigate the risk. It is not always possible to foresee all eventualities, but every effort should be made to do so when compiling the risk assessment. Please see Appendix C for case study examples.

Trip to London or other City

In your planning form and risk assessment you will need to work out what you need to do in a terrorist situation so that your Risk Assessment covers, as best as possible, all eventualities. Your planning document will detail your trip and include where you are going, how you are getting there and back and what you are planning to do. You will need to consider the ratio of staff to students, age of the students and if any of the students require individual risk assessments. Once you have your trip signed off by a member of SMT you will be in a position to brief the students and book your transport and activities.

A member of SMT must be given a copy of the risk assessment and a list of student names with contact details before you leave for your trip. They will expect to know where you are going, who you are with and what you are planning to do. These documents will also be held in PASS and a hard copy kept in Reception (except for weekend or evening trips when a member of the SMT will keep a hard copy with them).

Emergency Contacts Information

Principal – 07786 950 552

Vice Principal - 07384 257 155

Director of Quality, Compliance & Data – 07747 217 148

Out of hours College emergency phone - 07557 919443

College Switchboard – 01865 793 333

St Ebbe's - 07557 948 905

Pensons Gardens - 07557 941 257

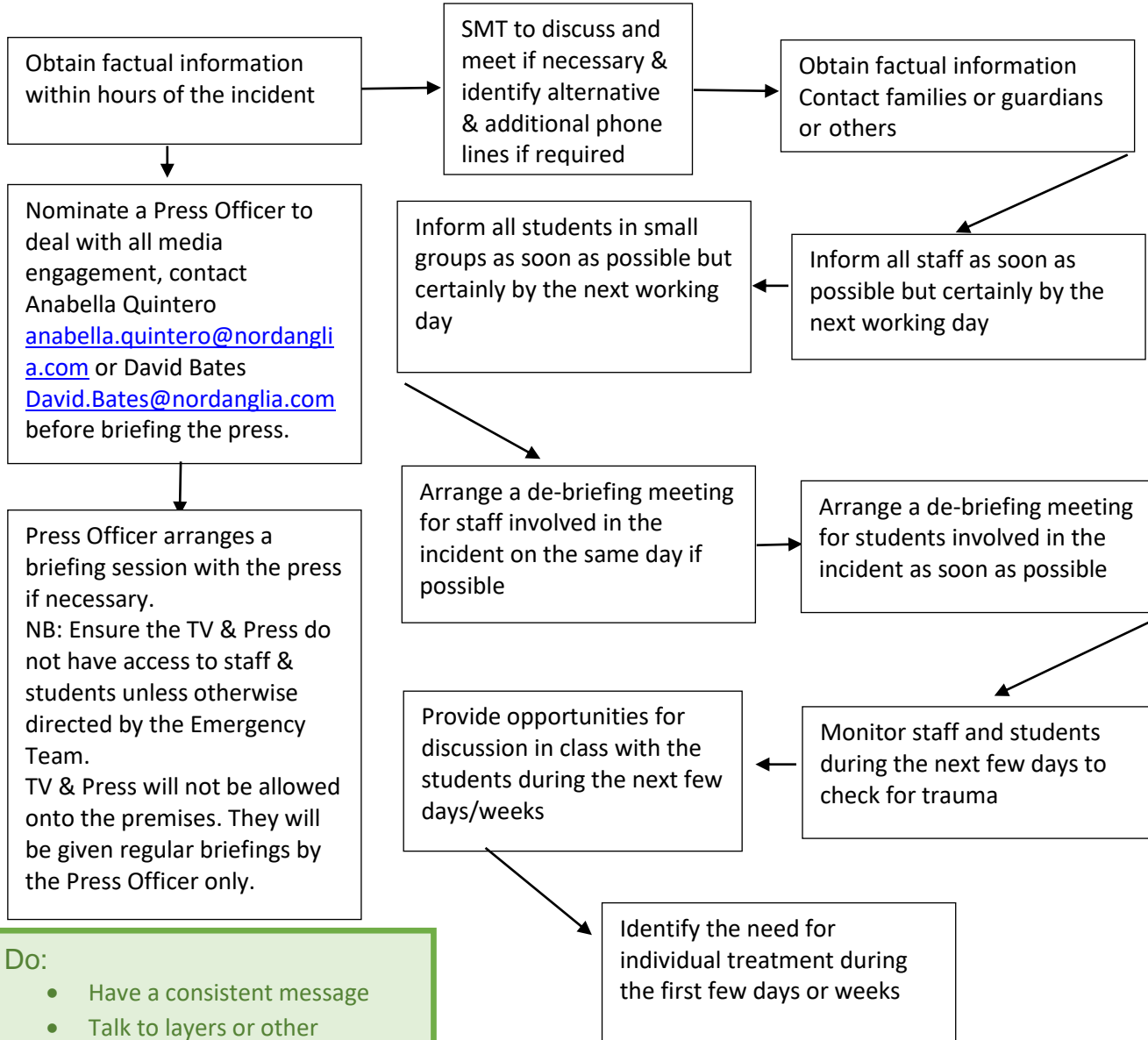
Nord Anglia - +44 207 131 0000

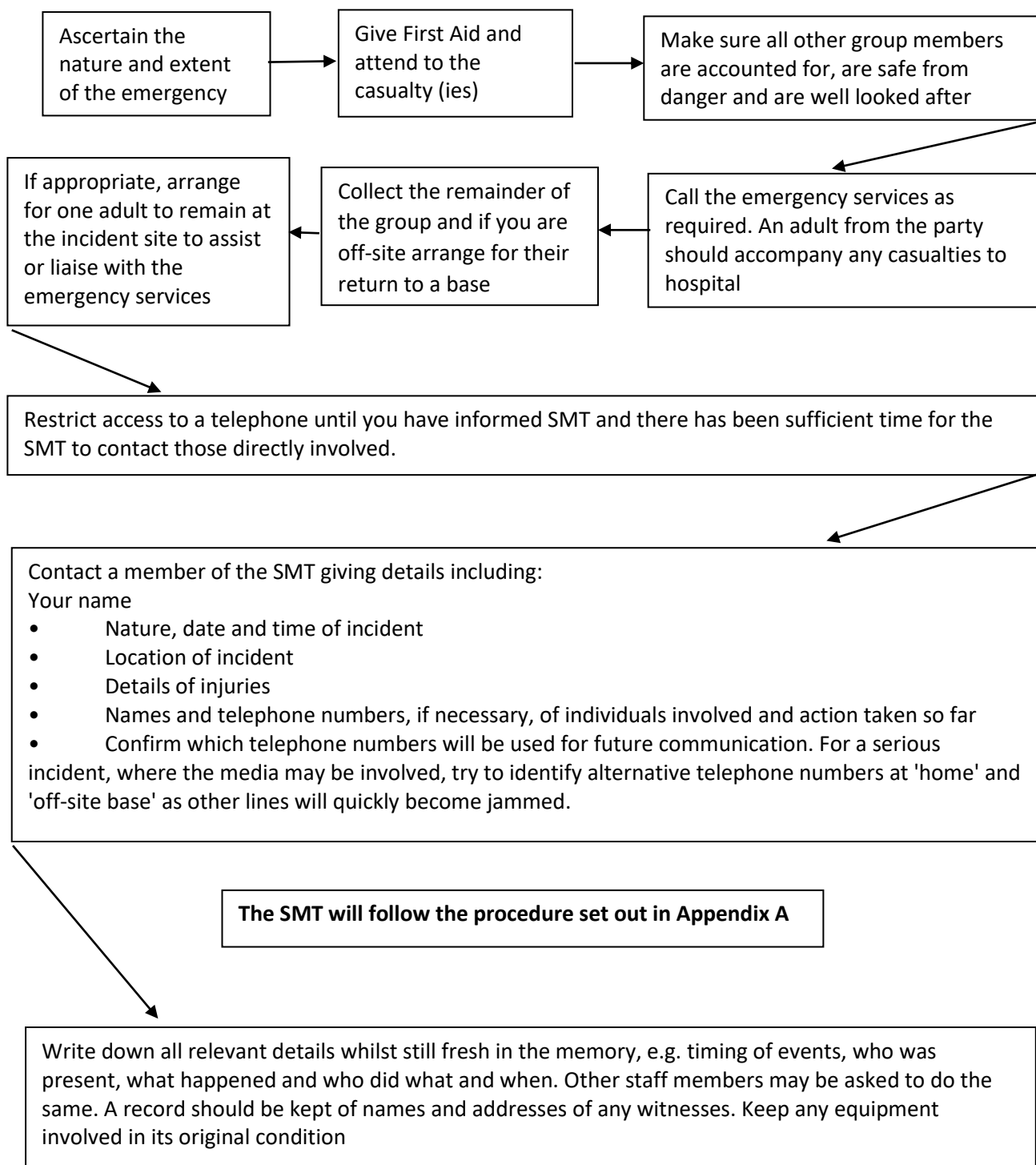
All staff on trips will have a College mobile so that they are contactable by the College and are able to contact the College in the event of an emergency situation. The Risk Assessment for the trip will contain the numbers of the College mobiles and the phone numbers of at least one SMT member.

See OSFC Lockdown Policy for full details on full and soft lockdowns.

Critical Incident Action Plan

Appendix A

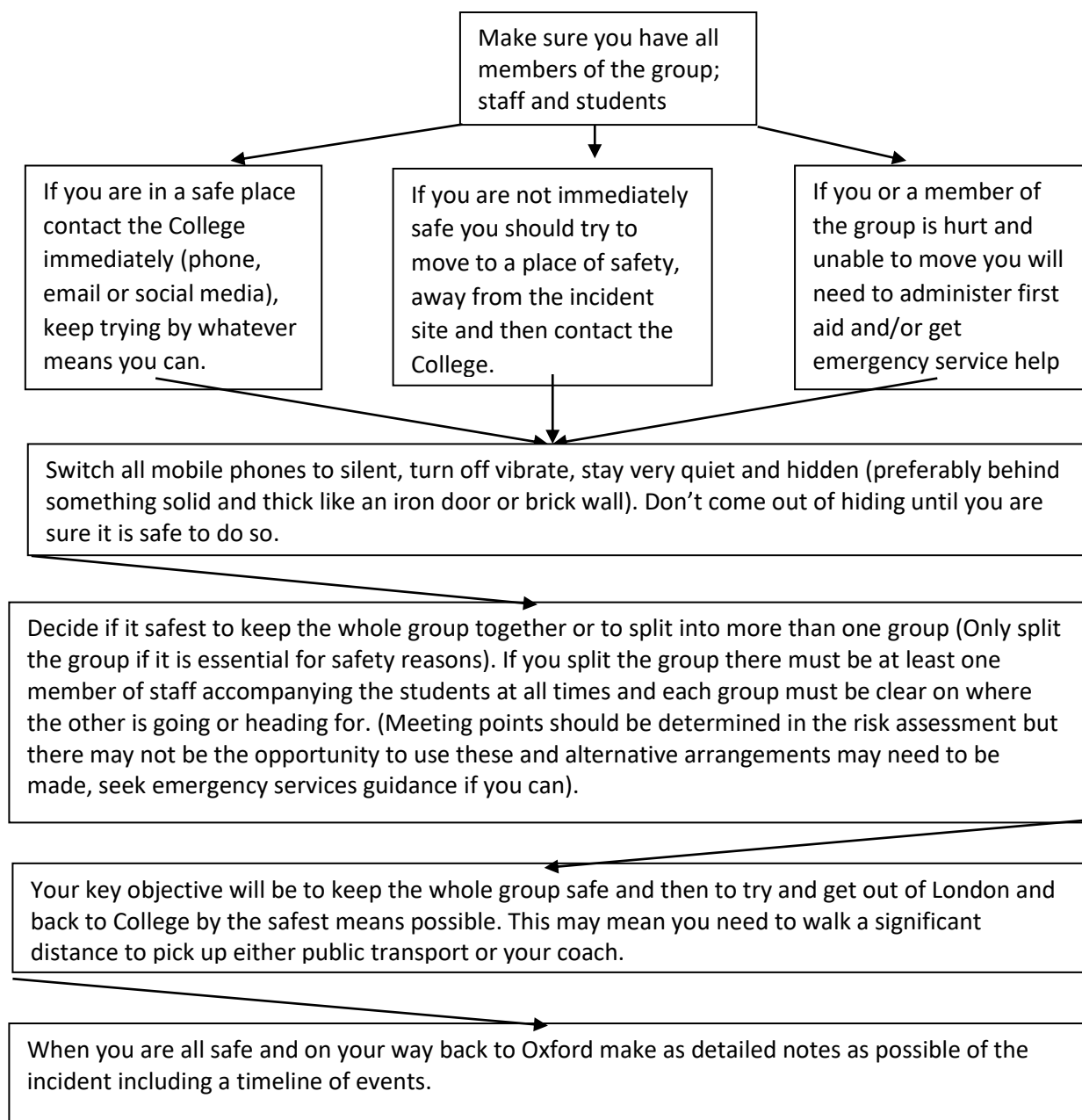




Crisis during a trip or off-site activity

In the planning of a trip or activity that is off-site it is important to take into account all possible risks and plan actions that will mitigate the risk. It is not always possible to foresee all eventualities, but every effort should be made to do so when compiling the risk assessment. The following scenarios are examples of how you might manage a crisis situation and provide guidance on the steps you should take.

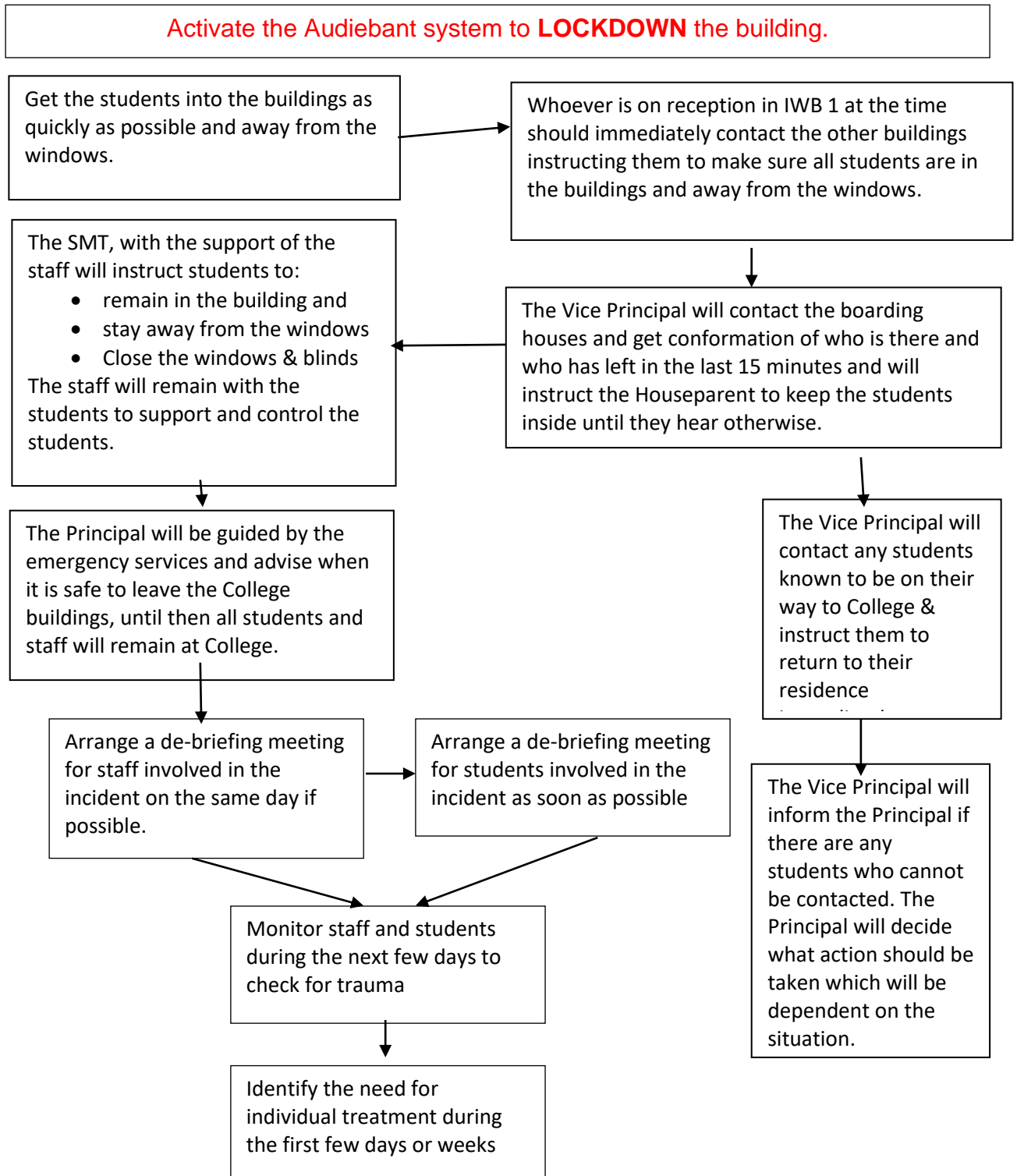
In this scenario you and another member of staff have a group of 12 students of mixed age between 16 and 19 years old. Gunshots have been heard close by in central London which you have heard but not necessarily seen any violence.



Terrorist attack in the centre of Oxford (See Lockdown Policy)

Appendix D

In this scenario a bomb has gone off somewhere in the centre of Oxford, but you don't know where. All you know is there was a very loud noise, lots of dust and smoke flying up and now you can hear sirens. There are students outside the building, and you know there are students in all three city centre buildings.



It is unlikely that this will occur however, the basic principle and advice from the National Counter Terrorism Security Office is 'Run, Hide, Tell'. If this should occur, it is important to take one of two options:

If it is safe to do so, activate the Audiebant system to EVACUATE the building.

Option 1: the safest option: If you are able to leave the building safely then you should do so immediately and quickly, 'Run' to St Ebbes if the incident is in the teaching building, vice-versa if the incident is at St Ebbes or Pensons Gardens. Leave all belongings behind you.

Help others to leave, but don't let it hinder your exit.

When it is safe to do so 'Tell' the police what has happened, you will need to provide as much information as possible:
Name & address of the College

- How many gunmen there are
- Where you last saw them
- If there are any staff or students left in the building
- If anyone has been hurt
- Where you are now

DO NOT GO BACK INTO THE BUILDING UNDER ANY CIRCUMSTANCES UNTIL THE POLICE TELL YOU IT IS SAFE TO DO SO.

Option 2: If you cannot run then you need to 'Hide'. A good hiding place will be somewhere where there is a substantial barrier between you and the gunman, e.g. a wall or heavy duty metal object, something that bullets are not likely to get through. If it is safe to do so, barricade the door & switch of the lights, PC/laptop screen, any fans running and close the blind/s.

Switch all mobile phones to silent and turn off vibrate.

Remain very quiet and still until the police tell you it is safe to come out of your hiding place. Remember, the police will not know if you are a genuine staff or student, do everything they tell you to do.

Remember, when the police arrive they will not know if you are a victim or one of the gunmen, they may be quite stern with you until they are sure of who you are, do everything they tell you to do.

The police service has released the short public information film called 'Stay Safe: Firearms and Weapons Attack' which sets out the key options for keeping safe should the worst happen.

<https://www.gov.uk/government/publications/stay-safe-film>



Lockdown Guide for all staff

There are important differences between the lockdown and shelter arrangements. Lockdown is necessary when children and staff need to be **locked** within buildings for their own safety i.e. in an emergency situation such as a hostile intruder, terrorist attack or other criminal activity.

Signals

Alarm or signal for lockdown shelter	All staff hear and/or see, the instruction to 'LOCKDOWN NOW'
Signal for stand down / all-clear	All staff will hear and/or see the message that we are 'out of Lockdown'

Incident Control Officers & Response Team

Role	Name	Emergency Contact Number
Incident Control Officer	Carole Nyssen	07786 950 552
Deputies	Melissa Tynegate	07384 257 155
	Marc Lewis	07747 217 148
Communications Officer	Marc Lewis	07747 217 148

It is important to remember that it is very much **the exception** to evacuate a building in the event of a hostile intruder. Unless the location of the intruders is known, a "blind" evacuation may be putting people in more danger (e.g. from an intruder or device at one of the entrances/exits) than if they had remained within the building.

Rooms most suitable for lockdown

- 1 Classroom 1.6 First floor
- 2 IT Office IWB, level 2, Maintenance store cupboard Basement
- 3 Art Room, level 3

It is important to make sure that items that could be used as weapons (kitchen implements, sports equipment, tools, cleaning products) are securely locked away when not in use.

Communication arrangements

Wherever possible use silent communications and keep noise to a minimum especially if the intruders are close by. Make sure any communications devices are secure and cannot be intercepted.

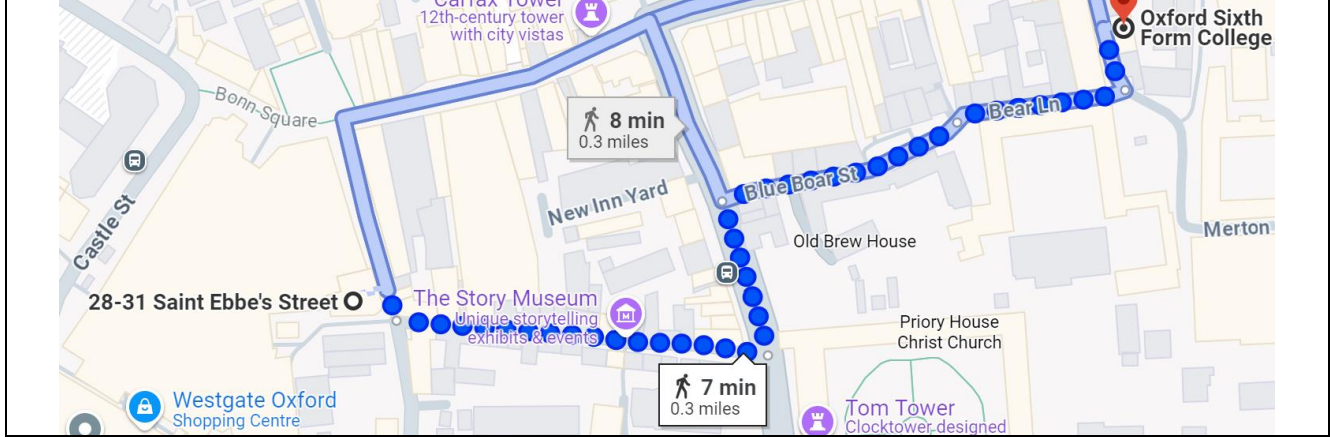
Mobile phones (on silent & only use if the emergency is not an intruder in the building)

Instant messaging on MST/ email/text message

Alternative place of safety in the event that it is considered necessary to leave site (for example, partner school/college / leisure centre) must be pre-arranged.

Name of venue	St Ebbes Boarding House, 28-31 St Ebbes OX1 1PU
Type of venue	Boarding House
Contact name	Zig or Szilvia, Houseparents: Gifty or David
Contact telephone number	07557 948 905

Useful info such as distance from school, directions, capacity, opening hours



Other useful contacts:

Name	Emergency Contact Number
Patrick Horne (Principal DVB)	Patrick.Horne@doverbroecks.com 01865 688600
Paul Dewberry (H&S OIC)	paul.dewburry@oxcoll.com
Ian Skinner (Facilities Oriel College)	ian.skinner@oriel.ox.ac.uk 07747 114182
Pensons Gardens	Pensons.HP@oxfordsixthformcollege.com 07557 941257

Action Plan	Completed by (sign and time)
Sound Alert - Activate lock-down procedures immediately	
Dial 999	
Direct all children, staff, parents and signed in visitors to the nearest safe place (this may be dependent on what and where the risk is)	
Secure rooms and take action to increase protection from attack - Lock and barricade doors and windows	
Close windows / blinds	
Turn off the lights, fans or mobile air conditioning units (this will reduce noise and the risk of exposure to any chemical/biological attack)	
Hide, sit on the floor under desks, and away from windows	
Stay as silent as possible - put any mobile devices to silent (consider writing / displaying instructions on whiteboards / TV's etc as long as it can't be seen by the intruder)	
Ensure that students, staff and visitors are aware of an exit point in case the intruder does manage to gain access	
If possible, check for missing / injured students, staff and visitors	
Keep doors and windows locked shut and remain inside until an all-clear has been given, or unless told to evacuate by the emergency services	