



# **Crisis Management Policy**

Revised: June 2021  
Review date: June 2022

This policy should be read in conjunction with the OxSFC COVID-19 policy that overrides the guidelines/procedures in this policy, where appropriate. The guiding principle will always be to maintain the health and safety of all stakeholders.

## **Policy Statement**

The safety of our students 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.

## **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.

### 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 or an explosion
- a terrorist attack

### 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 terrorist attacks in Oxford or another city or airport

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 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.
- 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 the accident book which is kept in the reception at King Edward Street.

### **The Emergency Team**

Principal - Mark Love

Vice Principal - Carole Nyssen

Assistant Principal (Academic Administration) - Marc Lewis

Facilities Manager - Simon Guest

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 ought 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 an 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 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 OxSFC will be living in their own homes or in residences, hostels, private rentals, with hosts or possibly hotels.

Any accommodation we 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 Residence, hostel or hotel has contact details for the school and for the SMT in case of emergency. The Heads of House 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.

### **For Case Studies see Appendix C**

### **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 - 07384 257 155

Facilities Manager - 07557 524 495

Out of hours College emergency phone - 07557 919443

College Switchboard - 01865 793 333

Alfred Street - 01865 204 249

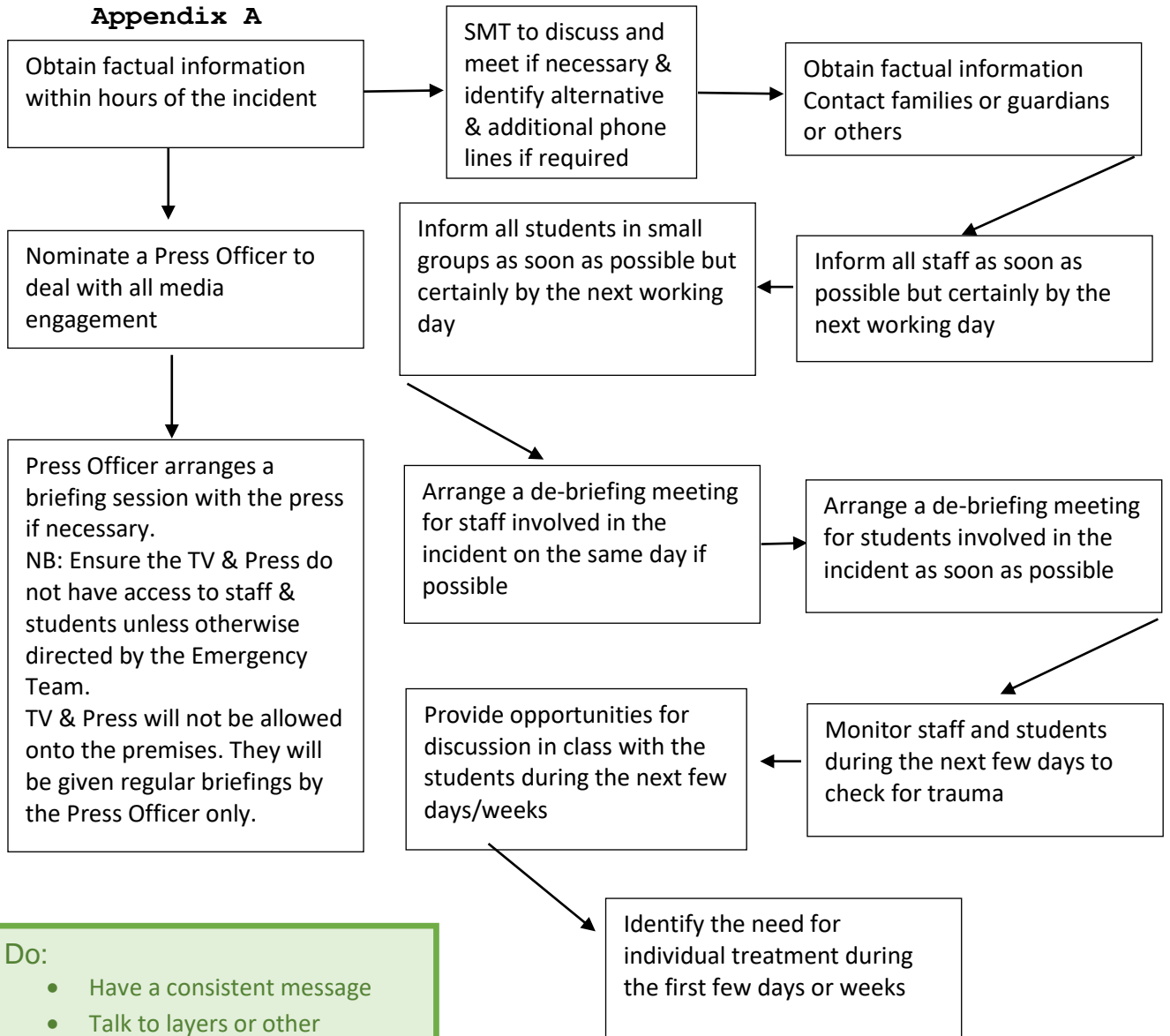
St Ebbe's - 07557 948 905

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.*

## Critical Incident Action Plan Appendix A

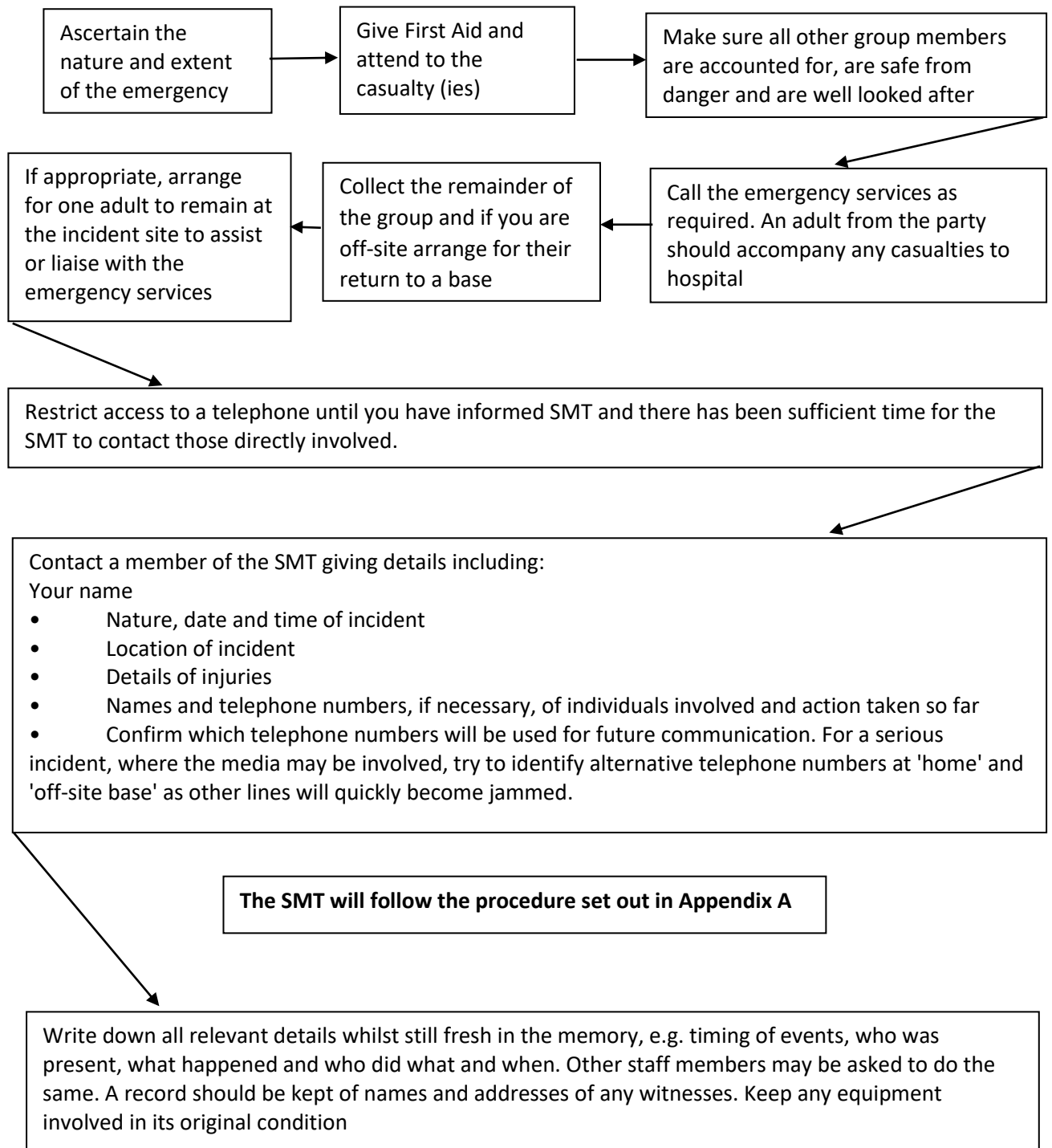


### Do:

- Have a consistent message
- Talk to layers or other professionals for advice where appropriate
- Be aware of how the story might develop
- Do put someone in charge
- Be aware of deadlines
- Issue statements
- Establish pattern of news briefings
- Consider the impact on the College's reputation and the implications of what you say

### Don't:

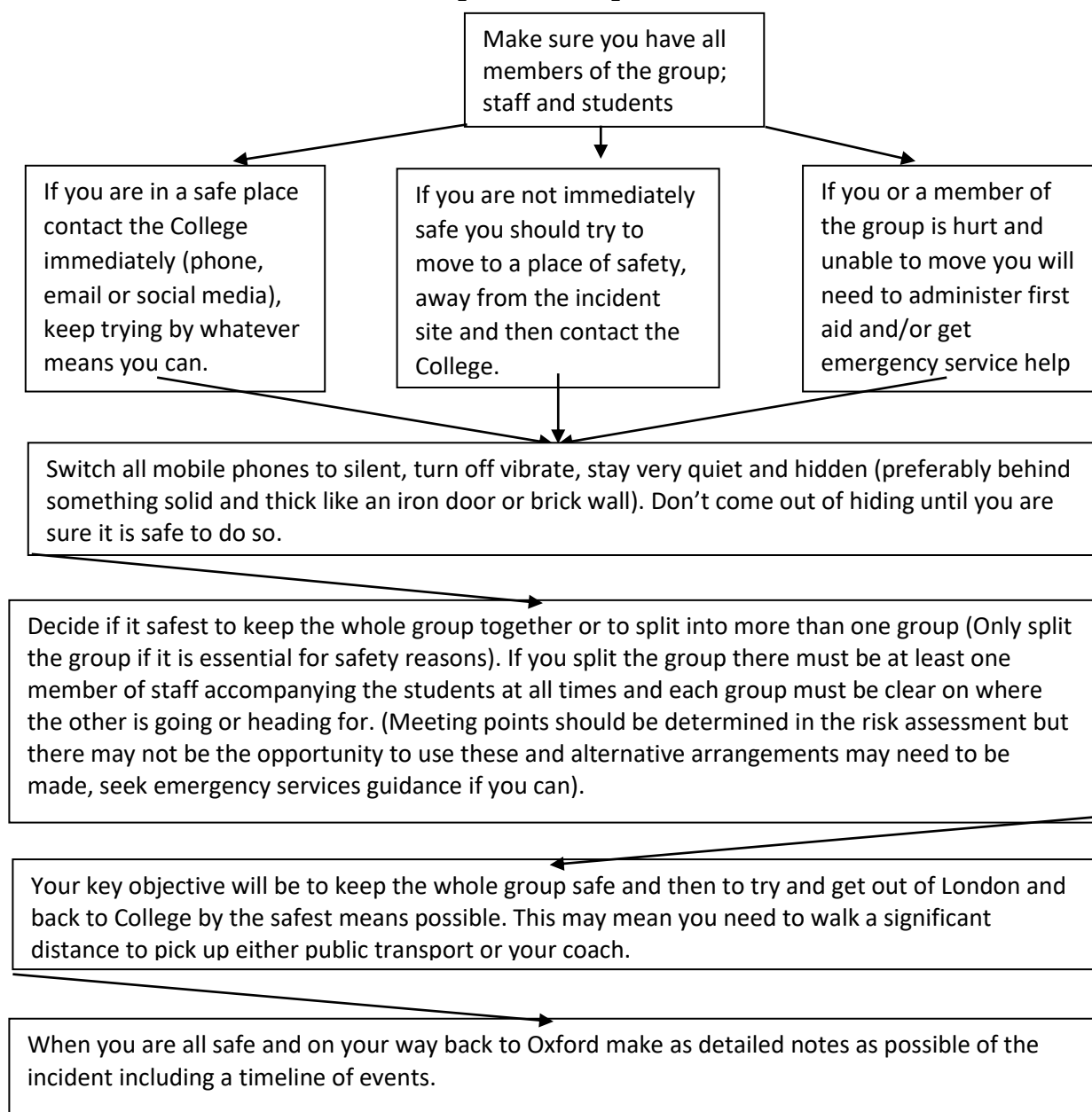
- Ignore it
- Underestimate interest
- Don't be rushed
- Underestimate impact



**Crisis during a trip or off-site activity**

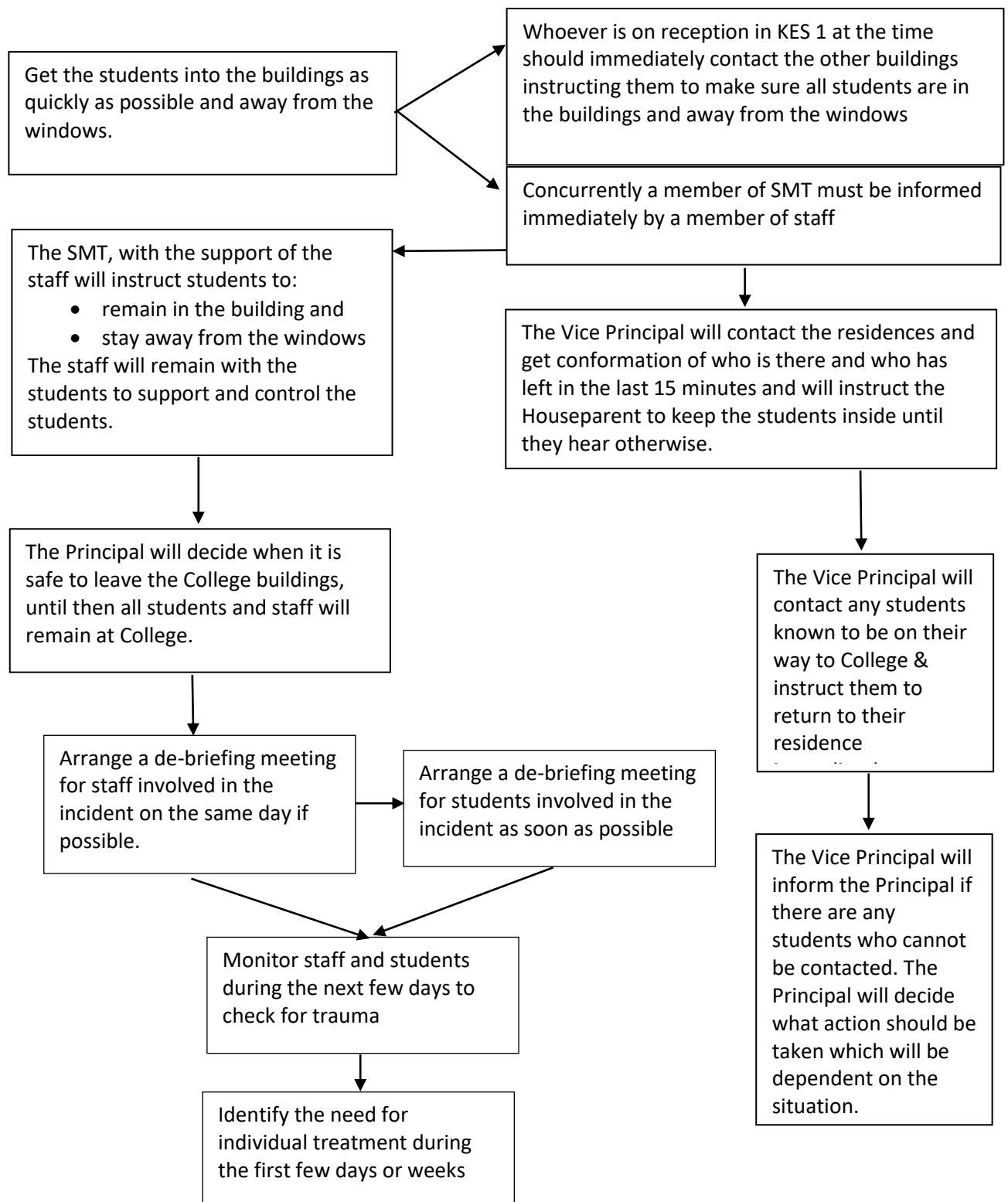
In the planning of a trip or activity that is off-site it is important to take into account all possible risks and plan actions that will mitigate the risk. It is not always possible to foresee all eventualities but every effort should be made to do so when compiling the risk assessment. The following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



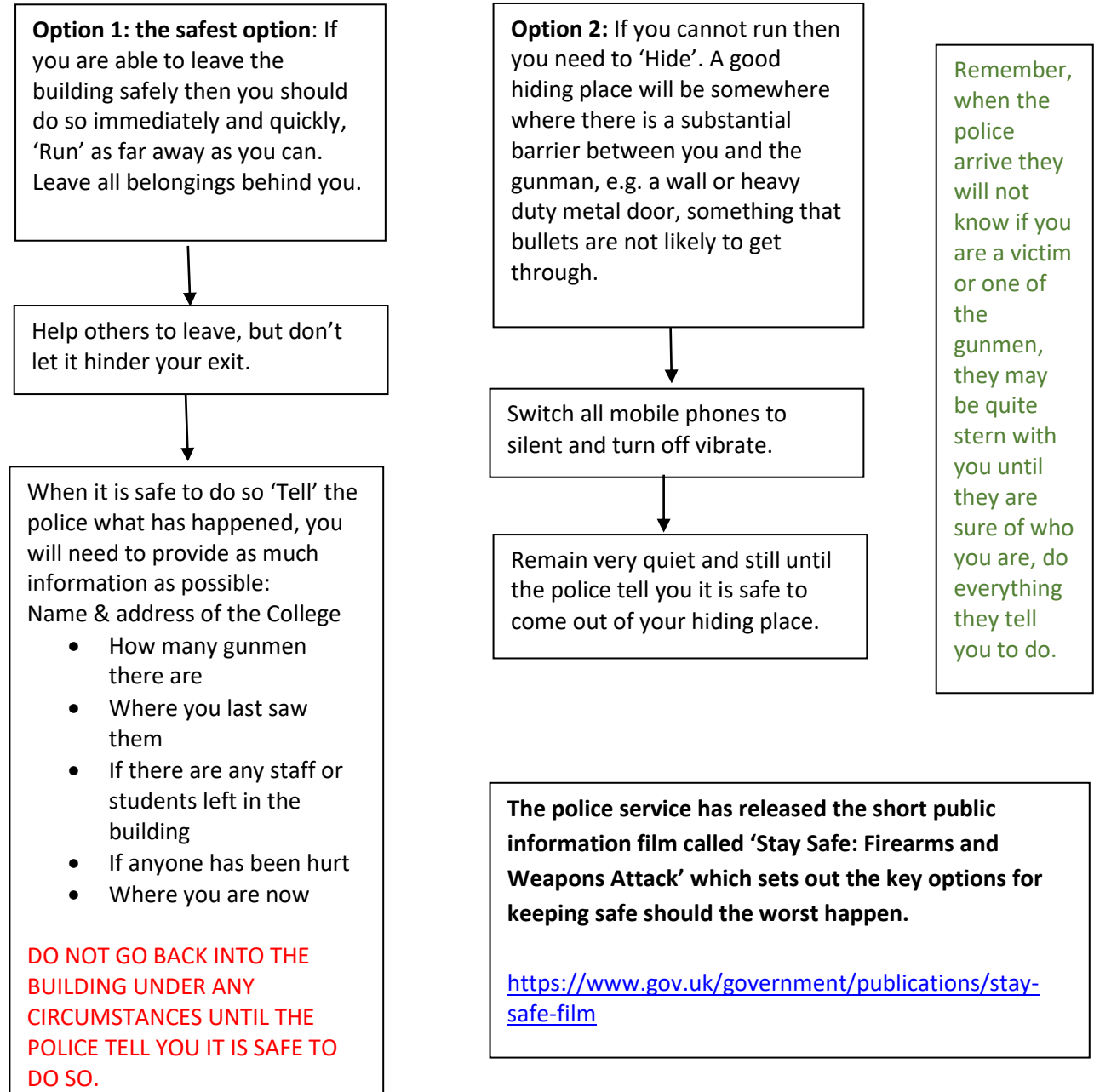
## Terrorist attack in the centre of Oxford

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.



## Gun fire in the building

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:



## **LOCKDOWN**

### **Appendix D**

In certain circumstances rather than evacuating the building it might be necessary for students and staff to be instructed to remain in the building; this is known as a 'lockdown'. The following are possible examples of such circumstances:

- Where there is an emission or spillage of a noxious substance in the vicinity of the College and where there is a risk that students/staff coming into contact with it may be harmed
- Where there are reasonable grounds to suspect that a person or persons in the immediate vicinity has malicious intentions towards students and/or staff
- When an incident has taken place in the vicinity of the College and it is believed that students witnessing the immediate aftermath might become upset or distressed

In such a circumstance the Principal or other senior member of staff will instruct the 'lockdown' email (see below) is sent to All Staff (not students).

### **Staff Responsibilities in the event of a Lockdown**

- Staff in KES Reception to contact the police if they are not already aware of the issue and it is judged to be helpful. In the event of a spillage the police may already be in view and therefore do not need to be contacted. The Principal or nominated person will make this decision.
- Staff with classes should stay in their classrooms with their students, close exterior windows and blinds, and wait until further instructions are received or the all clear email is sent (see below). (In the event of an armed intruder it might be necessary to lock or barricade the door, turn off all equipment, silence phones and not do anything to attract attention.) See Appendix C 'Gunfire in the building'.
- Staff should reassure students and keep them quiet in the event of an intruder or engaged by continuing to teach or similar if the situation is external.
- Staff in offices but where no students are present should stay in the rooms they are in and close the windows. (In the event of an armed intruder it might be necessary to lock or barricade the door, turn off all equipment, silence phones and not do anything to attract attention.)
- Staff/students in corridors should go to the nearest classroom and remain there until the all clear email is sent



or you are told in person by a member of SMT that it is safe to come out.

- Visitors should remain in the rooms they are in until the all clear given or other instructions are received.
- Staff working in other buildings should not attempt to go near the affected building and should do everything they can to prevent students returning to the building. For example, if you are a teacher and you are expecting students to return to you for lessons you should make every effort to contact the students by phone and inform them of the situation.
- When it is safe to do so a member of SMT will advise staff as to the most appropriate action to take.
- Only when it is deemed safe to do so the Principal or nominated person will advise lockdown procedures to be lifted.