



PIONEER ACADEMIES COMMUNITY TRUST

Policies and Procedures

Crisis Management Plan

Review/Approve	By Whom	Date	Review Date
Approved	PACT	09.12.14	Autumn 2016
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Introduction

Academies, under normal circumstances, provide a safe and secure environment for all pupils to learn, develop and grow in. Unfortunately, crises or tragedies can occur and can result in significant distress for all individuals involved as well as for the academy as a whole. An academy can be affected in a number of ways, for instance, if a pupil or member of staff dies the whole academy may feel the loss; or, when pupils who have suffered shock or injury return to the academy they may need to be treated with particular sensitivity. There are any number of possibilities requiring any number of responses and this policy outlines some of the procedures the academy will take if such an incident presents itself.

1 Definition of an emergency

“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.”

2 Aims and Objectives

- Create an awareness of the need for planned arrangements to be made.
- To prevent / minimise the loss of life / injury to all pupils, staff and visitors.
- To swiftly inform emergency services and relevant organisations.
- To take control of the incident until the emergency services arrive, thus minimising stress and discomfort.
- To swiftly carry out measures to ensure actions by others following the original incident do not further damage the Academy, its pupils or staff.
- To fully support pupils and staff following any incident, so that they are able to return to fully participating in education at the Academy as soon as possible.

3 Roles and Responsibilities

The Academy Trust Board delegates all responsibility for the management of such incidents to the Principal/ Head of Academy.

The Principal/Head of Academy will identify key members of staff, who will form the PACT Incident Management Team.

The Principal/Head of Academy will communicate the names, roles and responsibilities of this team to the whole Academy staff. The Principal/Head of Academy will, at their discretion, amend this team as appropriate to any situation.

3.1 PACT Incident Management Team

Name	Role	Contact Details
Jayne Everett	Principal	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: j.everett@pioneeract.org.uk
Rachel Ward	Headteacher Parkside	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: r.ward@pioneeract.org.uk
Alex Steadman	Head of Academy Carlton	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: a.steadman@pioneeract.org.uk
Lisa Tabbner	Headteacher Summerfields	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: l.tabbner@pioneeract.org.uk
Kim Wood	CFO PACT	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: k.wood@pioneeract.org.uk
Karen Hartshorne	Chair of Board	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: k.hartshore@pioneeract.org.uk
Paul Dickinson Anne O'Hara Nichola Smith	Chair of LGB S/Fields Chair of Parkside Chair of Carlton	Mobile Number: [REDACTED] Mobile Number: [REDACTED] Mobile Number: [REDACTED]

Members of PACT Incident Management Team will undertake the roles below or delegate the roles to other academy staff:

Role	Responsibilities	Accountability / Authority
Incident Record Keeper	Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately	Reporting directly to PACT Incident Management Team.
Media Coordinator	Collating information about the incident for dissemination in Press Statements Liaison with the Trust's Press Officer to inform media strategy	The Media Co-ordinator should assist with providing information to the Trust's Press Officer but should not undertake direct contact with Media.
Facilities Coordinator (Premise manager)	Undertaking duties as necessary to ensure site security and safety in an incident Liaison with the PACT Incident Management to advise on any issues relating to the Academy physical infrastructure Lead point of contact for any Contractors who may be involved in incident response	Reporting directly to the PACT Incident Management Team.

ICT Coordinator	Ensuring the resilience of the Academy's ICT infrastructure Liaison with the Academy's ICT Lead and external providers Work with the Business Continuity Coordinator to develop proportionate risk responses	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the PACT Incident Management Team.
Recovery Coordinator	Leading and reporting on the Academy's recovery process Identifying lessons as a result of the incident Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development	Likely to already be a member of the PACT Incident Management Team; however will remain focussed on leading the recovery and resumption phase. Reports directly to Principal.

4 Types of Emergency

4.1 In the Academy:

- (a) Accidents or deliberate acts of violence
- (b) Academy fire or explosion
- (c) A pupil or member of staff being taken hostage
- (d) Bomb or suspected bomb being discovered
- (e) Health: Medical Condition or Infectious Condition eg Meningitis or Influenza
- (f) Serious Gas or water leak
- (g) Death or serious injury of a pupil or member of staff

4.2 Off site:

- (a) The death of a pupil or member of staff either by accident or natural causes
- (b) Transport-related incident to pupils or staff which result in hospitalisation
- (c) Severe weather: Snow, storms, etc.
- (d) Terrorist act which results in injury or death

5 Preparation

In order to minimise the effect of any emergency, The Academy will thoroughly prepare to ensure that all emergencies are dealt with smoothly and efficiently, with the minimum of stress to pupils, staff and bystanders. (See Appendix 1)

- (a) We will consult with all relevant services to ensure our plan is robust.
- (b) We will carefully consider all possible scenarios and prepare comprehensive plans to resolve these issues

6 Implementation

The plan will be discussed with key staff who are nominated within the plan to ensure they are fully aware of their roles and responsibilities

A staff meeting or part of a staff development session will be allocated to share this with all staff

Training will be considered for appropriate staff, in relation to some of the main types of incident below, including bereavement counselling

Support for staff and identification of ways of obtaining it will be considered.

A senior member of staff will be nominated to regularly review and update the plan.

A central location will be identified to keep a hard copy of the plan and who should have access to the details of the plan and the emergency contact details.

Admin staff will be nominated to access personal files, to ensure information is always up-to-date.

Current lists of contact phone numbers will be available in hard and electronic versions – both staff and pupil details.

The Principal/Head of Academy and nominated staff to keep a copy of the current plan and all contact details at home, as emergencies sometimes happen when Academy is not occupied.

All staff will be instructed **not** to give interviews or comments to the media. This lies solely within the responsibility of the Principal.

7 Communication

The importance of having clear lines of communication to all stakeholders and external agencies, including the media must not be underestimated.

7.1 Land-line Telephone Access

It is likely that pressure will be placed on the Academy telephone system, which could hamper the ability of the Academy to receive and send information, so that in the event of a power cut or switchboard malfunction the academy will use mobile phones.

7.2 Mobile Phones

In the event that the Academy may have to be evacuated, mobile phones will be needed. PACT Incident Management Team have access to academy sourced mobile phones, which are kept fully charged for emergencies and are kept centrally by the office staff.

7.3 Briefings

PACT Business Manager, under the instruction of the Principal, will provide scripts on a regular basis for administration personnel who are staffing the office.

A dedicated area of a staffroom notice board or e-mails will be identified to keep staff updated.

All information should be factual: Time and location of incident. Numbers of pupils and staff involved (no names). Summary of action being taken. Staff should not be drawn into

speculation, just stick to the facts. Provide the time of next update.

All media coverage should be monitored for accuracy and any inaccuracies corrected.

Media should be placed in a room separated from pupils, staff and parents /carers to manage media access to these groups.

7.4 Local Radio Stations

In the event of any emergency, we will make full use of local radio stations to communicate effectively with all families and other stakeholders.

8 Other associated Academy documents:

Safeguarding and Pupil Welfare Policy

Risk Management Policy

Health and Safety Policy

Business Continuity Plan

9 Policy Review

Responsibility for reviewing this policy rests with the Principal/Head of Academy, who will consult with the Health and Safety Committee to review this on his behalf.

This policy will be reviewed annually and amended in line with current best practice and changes to DfE, HSE and Trust Board policies.

10 Monitoring, Evaluation and Review

The Trust Board will review this policy at least every two years and assess its implementation and effectiveness. The policy will be promoted and implemented throughout the Academy.

Appendix 1 - Summary

IMMEDIATE TO LONG TERM TASKS IN THE EVENT OF AN EMERGENCY

ACTION: IMMEDIATELY

- Obtain as much factual information about the state of the emergency
- Alert the Principal/Head of Academy; the Principal should alert the Chair of the Governing Body and Chair of the Academy Trust Board.
- The Principal will activate the PACT Incident Management Team

ACTION: WITHIN THE FIRST FEW HOURS

- Carry out a quick appreciation of the immediate responses required
- Select and set up control arrangements to manage the incident and ensure pupils and staff in the Academy are safe

ACTION: WITHIN HOURS

- Call a staff meeting to give information
- Inform pupils in a sensitive way – in small groups if possible
- Arrange a debriefing meeting for all staff involved in the incident
- Arrange a debriefing meeting for all pupils involved in the incident

ACTION: WITHIN THE NEXT FEW DAYS; IT COULD BE LONGER

- Facilitate support for high-risk pupils and staff
- Attend / organise funerals, services, memorials

ACTION: AS SOON AS POSSIBLE FOR AS LONG AS NECESSARY

- Decide and agree on a range of responses and support measures
- These have the potential to run for several weeks or months
- Refer affected pupils and staff to appropriate counselling.

Appendix 2 – PACT Incident Management Team Action

Action By: - Principal/Head of Academy (or Assistant Head of Academy in Principal's/Head of Academy absence)

Stage 1 - Initial Actions

- To open and continue to maintain, a personal log of all factual information received, actions taken, and the time of those events.
- To make every attempt to clarify exactly what has happened.
- To consider whether the incident requires involvement of the 'PACT Incident Management Team'. If so, contact one of the single point contact numbers listed on proforma.
- To establish who needs to be contacted.

If during term time

- Unless there is overwhelming pressure, avoid closing the Academy & endeavour to maintain normal routines & timetables.

If outside term time (or outside Academy hours)

- Arrange for:-
 - Premises Manager to open certain parts of the Academy as appropriate and to be available (and responsive) to requests.
 - Immediate Academy Administration support.
- Think about what you are wearing when you go into Academy, in case you are unavoidably drawn into a TV interview.
- If the incident attracts Media attention, postpone Media comment until you are fully ready (If deputising for the Principal/Head of Academy, who is not contactable, no press release should be given until consultation with Chair of the Board/ Local Governing Body).
- Names of those who may have been involved in the incident should NOT be released or confirmed until identities are formally agreed and parents / guardians are informed
- If deputising for the Principal/Head of Academy, every effort should be made to contact and brief him/her on the situation.
- Inform Chair of Governors about the Incident and, if appropriate, of involvement of 'PACT Incident Management Team'.
- Call in the designated staff members to form the 'PACT Incident Management Team', and nominate one as the On-Site Coordinator to oversee that Team on your behalf.
- Recognise the relevance of multi-cultural and multi-faith factors in the response.

Stage 2 – Once established

Brief Staff Member acting as On-Site Coordinator to oversee the following:-

- If 'PACT Incident Management Team' has been activated, arrange for On-Site facilities for the Team.
- Agree appropriate identification of staff by using badges
- Expect to see identification of PACT Incident Management Team' Officers.
- Set up arrangements to manage visitors – arrange for their names to be recorded.
- Set up arrangements to enable accurate information to flow into and out of the Academy and for telephones calls, by ensuring –
 - sufficient help is available to answer the many calls that could be received (The PACT Incident Management Team' will be able to assist with a 'Help-Line')
 - staff maintain records of all calls received
 - brief, but up-to-date prepared statements are available to staff answering phones
 - care is taken when answering telephone calls
 - where relevant an independent telephone is made available for outgoing calls only. A mobile phone can be useful but it is worth remembering that messages to a mobile communication device can be readily intercepted
 - telephone staff are reminded that some calls could be bogus
- To arrange for all staff, not just teaching staff, to be called in and, if necessary, briefed at an early stage. Subsequent follow on briefings should be organised at regular intervals.
- To be aware of how colleagues are coping
- To arrange for all pupils to be told at an early stage of the incident. Ideally in small groups and initially by class teachers, wherever possible.
- To ensure staff and pupils are aware of process if they are contacted by the media. Wherever possible staff and pupils should be discouraged from speaking to the Media.
- To arrange, if appropriate, for the Team members to each have a copy of the emergency contact list

Parents / Carers:

- If pupils are involved in the Incident, the contacting of parents /carers will be an important early task. It may be appropriate to ask the parents to come to the Academy for a briefing and support. This will need to be done with the utmost care.
- Maintain regular contact with parents / carers.
- If the Incident is away from Academy seek Police advice whether parents /carers

should travel to the scene, or whether student/s should be taken home.

Staff:

- Remember to have regular breaks, and advise others to do so.
- Maintain regular contact with staff (Teachers and office staff). Ensure that all staff involved are aware of each other's roles & responsibilities.
- Always try to think of something positive to say to staff & respond positively to ideas and suggestions.
- Be available to see staff when required.
- Remember some members of staff may be so affected, that they will not be able to help in supporting children.
- Recognise also that if the burden of dealing with the situation falls disproportionately on a small number of staff, they too could need professional support.
- If Incident is away from Academy, try to dissuade shocked staff from driving parents /carers to the scene.
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Stage 3 – Period following the close of the incident

- When appropriate, seek advice from 'PACT Incident Management Team 'and contact local community religious representatives on special assemblies/ funeral/memorial services.
- Arrange for a designated member of staff to make contact with any pupils either at home or in hospital.
- Make sensitive arrangements for the return to the Academy (as appropriate).

Stage 4 – Longer term issues

The effects of some Incidents can continue for years. Thought will need to be given to:-

- Work with Staff to monitor pupils informally.
- Clarify procedures for referring pupils for individual help
- Be aware that some Staff may also need help in the longer term.
- Recognise and if appropriate, make provisions to mark anniversaries.
- Remember to make any new staff aware of which pupils were affected and how they were affected.
- Remember that legal processes, inquiries and even news stories may bring back distressing memories and cause temporary upset within the Academy.
- If the Incident does attract Media attention, it is likely that interest will continue for a number of weeks

Action By:-

PACT Incident Management Team Stage 1 –

Initial Actions

- Obtain full facts of Incident from the Principal/Head of Academy
- Open and continue to maintain a personal log of information received, actions taken and the time of those events.
- Assist, where appropriate, in assessing the emotional needs of the staff and pupils. Co-ordinate rapid action to sensitively inform staff and students to provide appropriate support
- Assist class teachers who will undertake classroom briefings
- Arrange special groups for very distressed pupils.

Stage 2 – Once Established

- Work with the PACT Incident Management Team' members and the Principal (or nominated person) as directed.

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Stage 3 – Period Following Close of the Incident

- As above

Action By: Administrative Assistants

Stage 1 – Initial Actions

- Obtain full facts of Incident from the Principal/Head of Academy
- Open and continue to maintain a personal log of information received, actions taken and the time of those events.

Stage 2 – Once established

- Work with the PACT Incident Management Team' as directed.
- Remember the Academy Office is likely to be the first point of contact for visitors, so exercise caution in making comments.
- Concerning incoming telephone calls
 - take special care when answering telephone calls early on
 - maintain a record of calls received
 - only give out information from prepared statements only that will be made available
 - remember that some calls could be bogus

Stage 3 – Period Following Close of the Incident

- As above

Points to Note with Media Interviews

Have another person with you, if possible, to monitor the interview

If possible, agree an interview format i.e. establish what the interviewer wants to ask.

Be prepared to think on your feet, but try to decide beforehand what you want to say. Do not read it out.

Remember you could be quoted on anything you say to a journalist, even if it is not part of the formal interview.

- Be prepared to say you cannot comment.
- Don't over-elaborate your answers
- Refuse requests for photos or Academy work of pupil / staff involved.
- Try to keep a grip on your emotions during interviews-especially if it is TV.
- Most journalists are responsible, but check where interview/camera team go, when interview is over.

11 Appendix 3 - Contact List

The names and telephone numbers of organisations and individuals who may be useful to the Academy in an emergency:

Name	Role	Contact Details
Jayne Everett	Principal	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: j.everett@pioneeract.org.uk
Rachel Ward	Headteacher Parkside	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: r.ward@pioneeract.org.uk
Alex Steadman	Head of Academy Carlton	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: a.steadman@pioneeract.org.uk
Lisa Tabbner	Headteacher Summerfields	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: l.tabbner@pioneeract.org.uk
Kim Wood	CFO PACT	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: k.wood@pioneeract.org.uk
Karen Hartshorne	Chair of Board	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: k.hartshore@pioneeract.org.uk
Paul Dickinson Anne O'Hara Nichola Smith	Chair of LGB S/Fields Chair of Parkside Chair of Carlton	Mobile Number: [REDACTED] Mobile Number: [REDACTED] Mobile Number: [REDACTED]

Appendix 4 - Arson

Prevention strategy

- The Academy completes a Fire Risk Assessment, which will include the possibility of Arson. This assessment forms part of the Staff Handbook
- Fire safety will be included in the curriculum as part of the PSHE course
- The Academy Behaviour Policy will support staff to carefully manage pupil access during lessons, at breaks and before/after Academy.
- A comprehensive site security review will be completed on a yearly basis, or at a shorter time, if the situation dictates, due to changes in the building. This survey will control:
 - Unauthorised entry onto the Academy site will be minimised through the installation of appropriate signs, fencing and if appropriate CCTV
 - Unauthorised entry into the Academy buildings will be minimised by ensuring all doors, windows and skylights are secure, lighting, an effective intruder alarm system is fitted and prosecution-quality CCTV cameras and digital recording facilities are fitted where necessary
- Any new building work 'designs out' potentially vulnerable areas
- Procedures are applied to ensure that access to any combustible material is strictly limited
- Procedures to 'close-down' areas of the Academy are applied after Academy, each day as appropriate
- In line with Government advice, any instances of suspected arson will be reported to all parents, to inform and equally stress the dangers of Arson.
- The Academy's Fire Safety Policy is applied and reviewed annually, with the assistance of the Fire Service.