

CITY OF LONDON SCHOOL FOR GIRLS

CONTINGENCY PLAN FOR FOR CRISIS MANAGEMENT

This policy was written in July 2009 and last reviewed by the Health & Safety Committee on 1st September 2014.

1. INTRODUCTION

This plan should be read in the context the City of London Corporation (CLC) major incident plan. It is based on the overriding principles of simplicity, adaptability and speed of reaction.

a. Objective

To prepare governors, academic and support staff to deal with situations that may turn into a major crisis for the school.

b. Priorities

- To minimise or eliminate any danger or risks to individuals
- To ensure that the school acts in a lawful manner
- To facilitate effective recovery
- To take reasonable steps to minimise any adverse publicity (including actual or threatened litigation and employment tribunal cases) and to ensure all external enquiries are handled consistently by nominated personnel in collaboration with the CLC Public Relations Office (PRO).

c. Incidents Covered

- Site disasters
- Off-site disasters
- Off-site hazards
- Death/serious injury of pupils or staff
- Violence to staff or pupils
- Hostage taking
- Intruder access
- Strike action
- Bomb threat
- Infectious health hazard
- Vandalism/arson
- Adverse media attention

d. Decision Making Responsibilities

- The Headmistress, in liaison with the CLC Principal Security and Contingency Planning Adviser (PS&CPA) (Tel: 020 7456 9801), should activate the plan. If the Headmistress is absent then the responsibility will fall to the Deputy Head, the Director of Studies and

then to the Bursar. One of these should be in school and contactable at all times during term-time.

- The Chairman of the Board of Governors (BOG) and the CLC PRO should be informed as soon as possible. A spokesperson for the Board should be nominated. Depending on the circumstances the nominated spokesperson will be one of the following: the Chairman (or a member of the Board nominated to represent him or her), the Headmistress or an officer appointed by the CLC PRO. All press statements are to be cleared with the CLC PRO and the Comptroller and City Solicitor or their representatives before release.

e. Statutory Reporting Requirements

In line with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) and Health & Safety at Work (HSAW).

f. Training Requirements

There should be a rehearsal of the plan on adoption and thereafter as determined by the Headmistress. Key staff should be briefed on the plan once every academic year. New staff should be made aware of the plan as part of their induction and this is the responsibility of the teacher responsible for the induction of new staff.

g. Location of the Crisis Management Team (CMT) Room.

On-site. East end of A Floor centred on the Headmistress's office. The door to Reception will be shut with access controlled.

Off-site. CLC premises as available.

Distribution of the Plan. Copies of the plan will be kept in school, by the Town Clerk on behalf of the Chairman and by other officers of the CLC as determined by the PS&CPA.

2. CMT MEMBERSHIP

Team Leader	- Headmistress
Spokesperson	- As determined by the Chairman and the CLC PRO
Welfare Representative	- School Nurse (Bursar's Secretary during school holidays)
Parent Liaison	- Deputy Head & Director of Studies
Staff Liaison	- Deputy Head (Staff Management & Development)
Media Liaison	- CLC PRO/Marketing Officer
Legal, Insurance, Finance Rep	- Bursar
Incident Secretary	- Headmistress's PA
Communication	- Director ICT
Business Continuity	- Systems Manager
Collator/Recorder	- Deputy Heads' Assistant
Relatives Enquiry Team	- SMT (+ staff as allocated)

Premises Management - Premises Manager
 Database Records/Liaison Assistant - Bursar's Secretary

3. CMT RESPONSIBILITIES

a. CMT Members

- i. Team Leader
 - Command and manage the CMT.
 - Brief CMT on a regular basis.
 - Inform and brief the Chairman on the incident.
- ii. Spokesperson
 - Prepare initial holding statement and later press releases (in conjunction with emergency services).
 - Provide primary contact with media.
 - Arrange press conferences.
- iii. Welfare Representative
 - Co-ordinate the provision of welfare assistance in school and to external locations (hospitals etc)
 - Liaise with school doctor, hospitals, ambulance service etc.
 - Arrange counselling for staff and students (if required).
 - Liaise with GPs, environmental health on medical issues (such as decontamination of kitchens etc).
- iv. Parent Liaison
 - Liaise with and brief the school Relatives Enquiry Team.
 - Locate personnel records of affected students.
 - Brief staff on the incident.
- v. Staff Liaison
 - Ensure proper and full enquiries and assurances are made and received concerning the wellbeing of family members of teaching and support staff.
- vi. Media Liaison
 - As a point-of-contact for the media and provide liaison with the nominated school spokesperson.
 - Provide basic facts on school
 - Monitor broadcasts and press.
 - Provide advice to staff and students on dealing with the media
- vii. Legal, Insurance, Finance Rep
 - Liaise with the Insurance Section, City Police and the Comptroller & City Solicitor (C&CS).
 - Preserve evidence and prepare for later inquiries.
 - Organise replacement equipment, and secure storage of salvage.
 - Account for costs.
 - Liaise with contractors and the City Surveyor.
 - Ensure that the school buildings and grounds are secure.
 - Ensure safety of staff and students in school grounds.
 - Ensure that all visitors to school are met and escorted
- viii. Incident Secretary
 - Maintain a record of communications made and actions and decisions taken by the CMT.

- ix. Collator/Recorder
 - Assemble, preserve, catalogue and disseminate all relevant documentation.
- x. Premises Manager
 - All aspects of premises management including perimeter security.
- xi. Database Records/Liaison Assistant
 - Ensure electronic and hard copy database records (student and staff contact details) are available to Parent Liaison and Staff Liaison Teams.
 - Support Parent Liaison and Staff Liaison Teams as necessary.

4. **INITIAL INFORMATION REQUIREMENTS**

- Nature of the incident.
- Exact location and time of the incident.
- Number of casualties and details of injuries etc.
- Names and home numbers of those involved.
- Emergency services involved.
- Actions taken so far.
- Location and telephone number of where the call is being made from.
- Any media response.
- Name of person who took the initial call, and time the initial information was received.
- Headmistress liaises with the CLC PS&CPA and then informs Chairman and CLC PRO of decision to activate plan.

5. **TEMPLATE FOR CMT MEETING AGENDA**

a. **Situation**

- What happened, when, where, why (if known).
- Details of actions presently being taken, including other parties involved
- Numbers of, name, injuries, present location of all casualties, and details of those not accounted for.
- Total number of persons involved and total known to be safe and their present location.
- Details of any visitors or contractors involved.
- Estimate of immediate effect on the school.
- Estimate of obvious weaknesses in the response.
- Details of additional support immediately required.
- Dedicated numbers for communications including fax, mobiles and e-mails.
- Deployment of additional resources to the scene with communication links.

b. **CMT Details**

- Composition of the CMT
- Location of the CMT
- Responsibility of recording details of the incident

c. **Liaison Requirements** Contact arrangements are required for the following:

- Scene of incident
- Emergency services

- Parents
- Governors
- Media
- Hospitals
- Neighbouring premises
- Suppliers/contractors who also may be affected
- Associated schools

d. Pupils, Parents and Staff

- Locate personnel records.
- Flow of approved information to all including relatives.
- Accounting for persons who are missing and injured, requesting police assistance to inform Next of Kin (NOK).
- Informing parents of persons who are safe and collection actions.
- Reception, welfare and rehabilitation requirements.
- Advice regarding enquiries from the media.
- Advice regarding giving evidence.

e. Media Issues

- Briefing of and liaison with PRO.
- Monitoring of press and media broadcasts.
- Advice to staff, pupils and dependants regarding the handling of media enquiries.
- Hosting and escort arrangements for visiting media.
- Briefing of other sites to which enquiries may be directed.
- Rehearsal of spokesperson
- Audio recording of interviews, press conferences etc.

f. School Communications

- Enquiry lines, parents/relatives, media, others and manning requirements.
- Operational lines with no public access
- Fax machine with telephone attached
- Mobile communications for liaison personnel
- Redirection of mail
- Portal maintenance

g. Business Continuity

- A hard master copy of the Disaster Recovery (DR) Site documentation has been produced containing network diagrams, technical processes and sensitive passwords.
- It is deposited off-site in secure conditions at the London Metropolitan Archives (LMA). The Systems Manager has the technical expertise to invoke a full DR solution. Access to documentation may be provided to approved contractors (in lieu of Systems Manager or Systems Engineer availability) who will be able to invoke DR in the event of school site and servers being inaccessible or subject to a catastrophic event.
- The following members of staff only may authorise the retrieval of DR documentation from LMA: Headmistress, Bursar, Director ICT, Systems Manager.

h. Financial Issues

- Accounting for costs of incident.
- Funding of victims and their dependants' immediate requirements.
- Sources of additional funds.

i. Insurance Issues

- Inform Insurance Section

j. Legal issues

- Inform C&CS
- Beware admission of liability, allocation of blame
- Obtain copies of any contracts / trading conditions that may be relevant

k. Medical Issues

- Independent advice
- Liaison with hospital, GPs, Environmental Health Officers
- Decontamination (kitchens etc).

l. Administration

- Security of site, meeting rooms, records, salvage and replacement materials (high vulnerability to theft after replacements are made)
- Emergency power and lighting.
- Making place safe or cordon off unsafe areas.
- Controlled re-occupation.
- Alternative accommodation and facilities.
- Catering
- Transportation
- Overnight manning
- Off-site storage of records and plans

a. Recovery. In liaison with the City Surveyor and other CLC departments, and at an early stage, appoint a separate team to look at recovery arrangements, which will include many of the items listed above including:

- Clean-up/disposal of waste (consider evidential requirements).
- Inventory damage.
- Prioritise the clean up/recovery.
- Welfare and counselling arrangements.
- Funding of victims' or dependants' immediate requirements.
- Attendance at funerals, purchase of wreaths.

6. EQUIPMENT AND RECORDS

Facilities required at the CMT meeting room and alternate location, including databases, alternate communications, local and site maps with key locations

7. RELATIVE RESPONSE GUIDELINES

Annex A.

RELATIVE ENQUIRIES GUIDELINES

The Aims of the Relatives Enquiry Team

- To draw calls away from other locations.
- To give assurance to callers.
- To ensure that external callers are dealt with in a professional and caring manner.
- To control the release of factual and approved information.
- To gather information from relatives.
- To provide welfare assistance if required.

General Guidelines in Replying to Phone calls

- Be considerate and caring
- Be calm and controlled.
- Be prepared to listen to concern and do not interrupt.
- Ensure that your tone of voice is comforting not patronising.
- Do not offer to call people back. Ask them to ring you in an hour, explain that you are very busy and that there are a number of relatives who will be waiting to call the team. Avoid attempts at reassurance (if you don't have confirmed information).
- Be patient and methodical.
- Reassure them that the school and the emergency services are doing all they can to respond to the emergency.
- Keep a record of all calls, and what was said on the calls.
- Ask them to stay on the number that they are on, or suggest that they move to a friend or relatives house for support (if they do, ask them to call in and let you know the new telephone number).

DO'S AND DON'TS

DO

- Only give approved confirmed information
- If in any doubt about any caller or your response, consult the Team Leader
- Give your name if asked
- Say that you are an authorised spokesperson if asked.
- Assume everything you say will become public knowledge
- Defend the School at all times
- Take a break if you are feeling over-stressed
- Refer the calls from the media to the Media Team

DO NOT

- Do not lose your temper
- Do not speculate
- Do not give out unofficial information
- Do not withhold any publicly available information