



Crisis Management Plan

1.0 Definition

1.1 *“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.”*

1.2 **The Appleton Academy sites, particularly the Secondary Site, are in close proximity to two chemical works. It is therefore necessary for specialist procedures to be in place particularly in the case of Nufarm. The procedure for such an emergency is identified in Appendix 1.**

2.0 Aims

To:

- Create an awareness of the need for planned arrangements to be made.
- Provide re-assurance of the practical help that is available from the Local Authority and other agencies, at short notice.
- Recommend the need for the Academy to develop complementary emergency arrangements, in line with the enclosed draft plan.
- Pass on advice based upon previous experiences.
- Give guidance on other source of information and help.

3.0 Scope of the plan

3.1 In the Academy

- A deliberate act of violence, such as the use of a knife or firearm
- A Academy fire or laboratory explosion
- A child, young person or member of staff being taken hostage
- The destruction or serious vandalising of part of the Academy
- A missing child or young person

3.2 Outside the Academy

- The death of a child, young person or member of staff through natural causes, criminal acts or accidents
- A transport-related accident involving a child, young person and/or members of staff
- A chemical leak from Ciba or Nufarm chemical works
- A more widespread disaster in the community
- Death or injuries on Academy journeys or excursions
- Civil disturbances and terrorism
- In respect of Academy trips and visits guidance is available from the DCSF

good practice guide Health & Safety of Young people on Educational Visits.

4.0 Policy review date

- 4.1 The Emergency Management Team will evaluate procedures annually and following activation of the plan. A representative of Ciba and Nufarm will be invited to the review.
- 4.2 The Appleton Academy Trust Board and Principal will review this policy statement annually and update, modify or amend it as it considers necessary to ensure effective crisis management procedures are in operation on the sites.
- 4.3 The Emergency Management Team will report to The Appleton Academy Trust Board and Principal will review this policy statement annually and update, modify or amend it as it considers necessary to ensure the Health and Safety welfare of all individuals using the Site.
- 4.4 The Principal will ensure that regular familiarization of the crisis management procedures and CPD.

6.0 Emergency action list

ACTION BY:- the Principal (OR nominated person)

6.1 Stage 1 - Initial Actions

- Open and continue to maintain, a personal log of all factual information received, actions taken, and the time of those events.
- Make every attempt to clarify exactly what has happened.
- Then consider whether Incident requires involvement of 'Academy Support Team'. NB it is requested that initial contact be always made with the Local Authority in emergencies in case they have wider significance.
- If so, contact one of the single point contact numbers listed on page 11.
- Establish whom they will contact.

6.1.1 If during term time

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

6.1.2 If outside term time (or outside Academy hours)

- Arrange for:-
 - the Caretaker 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 the Academy, in case you are unavoidably drawn into a TV interview.
- If the Incident does attract Media attention, you are likely to be inundated with requests for interviews and statements. Try to postpone Media comment until after the Principal has arrived (who will be part of the 'Academy Support Team'). If you cannot, see Appendix 3 for some key points to remember.

6.1.2.1 **NB:** It is especially important that if names of those who may have been involved in the incident are known DO NOT release – or confirm – them to anyone, before those identities are formally agreed and parents are informed.

- If deputising for the Principal, try if possible to contact and brief him/her.
- Inform Chair of Governors-
 - of Incident and, if appropriate, of involvement of 'Academy Support Team'.
 - they should stand by to be available for interview by the Media.

- Call in the designated staff members to form the 'Academy Emergency Management Team', and nominate one as the On-Site Coordinator to oversee that Team on your behalf.
- Be prepared to receive many telephone calls.
- Recognise the relevance of multi-cultural and multi-faith factors in the response.

6.2 Stage 2 – Once established

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

- If 'Academy Support 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 Academy Support 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 Academy Authority Support 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
 - media calls are directed to the Principal's PA
 - care is taken when answering telephone calls
 - an independent telephone is made available for outgoing calls only – a mobile phone can be useful – but remember such messages 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 briefings say 2 x per day for 10 minutes, should be arranged.
- To be aware of how colleagues are coping.
- To arrange for all children and young people to be told, in simple terms, at and early stage (ideally in small groups and initially by class teachers, wherever possible).
- To brief Team to discourage staff and children and young people from speaking to the Media.
- To arrange, if appropriate, for Team members to each have a copy of the Next-of-Kin List.

6.2.2 Parents/guardians:

- If children and young people are involved, the contacting of parents/guardians will be an important early task (remember if it is a major Incident, the parents/guardians may well have already heard). It may be appropriate to ask the parents/guardians 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/guardians.
- If Incident away from the Academy seek Police advice whether parents/guardians should travel to the scene, or whether child or young person should be taken home.

6.2.3 Staff:

- Remember to have regular breaks, and advise others to do so.
- Maintain regular contact with staff (Teachers and office staff). Make a point of seeing that all staff involved know each other's roles and responsibilities.
- Always try to think of something positive to say to staff and 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 and young people.
- 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 the Academy, try to dissuade shocked staff from driving parents/guardians to the scene.

6.3 Stage 3 – Period following the close of the incident

- When appropriate, seek advice from 'Academy Support Team' and local clergy contact on special assemblies/funeral/memorial services.
- Prepare joint report with named Senior Officer, for Principal of Education.
- Arrange for a member of staff to make contact with any child or young person either at home or in hospital.
- Make sensitive arrangements for the return to the Academy (as appropriate).

6.4 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 children and young people informally
- Clarify procedures for referring children and young people for individual help
- Be aware that some Staff may also need help in the longer term.
- Recognise and if appropriate, marking anniversaries
- Remember to make any new staff aware of which children and young people 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.
- Remember if the Incident does attract Media attention, it is likely that interest will continue for many weeks.

7.0 Emergency action list

ACTION BY:- EMERGENCY MANAGEMENT TEAM

7.1 Stage 1 – Initial Actions

- Obtain full facts of Incident from the Principal
- 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, children and young people. Co-ordinate rapid action to sensitively inform staff, children and young people to provide appropriate support
- Assist class teachers who will undertake classroom briefings
- Arrange special groups for very distressed children and young people.

7.2 Stage 2 – Once Established

- Under guidance from Academy On-Site Coordinator, assist the Principal (or nominated person)
- Work with LA Support Team the Principal (or nominated person) and Academy On-Site Coordinator as directed.

7.3 Stage 3 – Period Following Close of the Incident

- As above

This team should comprise: Up to 4 senior members of staff, together with office staff.

8.0 Emergency action list

ACTION BY:- ADMINISTRATIVE ASSISTANTS

8.1 Stage 1 – Initial Actions

- Obtain full facts of Incident from the Principal
- Open and continue to maintain a personal log of information received, actions taken and the time of those events
- If coming in from home, remember to bring useful items, such as any keys needed.

8.2 Stage 2 – Once established

- Under guidance from Academy On-Site Coordinator, assist the Principal (or Nominee)
- Work with LA Support Team the Principal (or Nominee) and Academy On-Site Coordinator 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 especial care when answering telephone calls early on
 - maintain a record of calls received
 - only give out information from prepared statements that will be made available
 - remember that some calls could be bogus

8.3 Stage 3 – Period Following Close of the Incident

- As above

Appendix 1

9.0 Emergency Ingress Plan

9.1 Purpose

9.1.1 This plan exists to ensure the safe congregation of young people and staff in the event of an accident or emergency at any of the neighbouring chemical works.

9.2 Implementation

9.2.1 It is hoped that this plan will never need to be implemented. However, if a chemical leak/spillage occurs at Nufarm, the Academy will need to act quickly to ensure that all staff and young people are gathered into the Academy building and accounted for. Following this, the Academy will need to ensure that communications with the outside world – parents/guardians, the media, emergency services and Bradford Council officers – are secure and remain open. The Academy will be responsible for ensuring that all staff and young people remain within the building until it is clear that any danger has subsided and until the “all-clear” has been given to the Principal. In any such event, only the Principal, or in his/her absence, the Vice Principal will be responsible for giving the all-clear to staff and young people and for allowing them to leave the building.

9.2.2 It is unusual and unnatural to have to enter a building on hearing an alarm; everyone’s natural inclination will be to leave the premises. Staff need to be fully aware of the procedures contained in this plan to ensure the absolute safety of both themselves and the young people. This plan will be introduced to new staff at induction to ensure that everyone is aware of its existence and its contents. New young people will have the procedures explained to them on their first day in the Academy. Drills will be held termly to ensure that young people and staff remain clear about the procedures.

9.3 Drills

9.3.1 It is anticipated that drills will take the following amounts of time:

Everyone safely inside the building	5 minutes
Registers completed	15 minutes
Absentees identified	10 minutes
Parents/guardians notified	10 minutes

9.3.2 This means that within 40 minutes parents/guardians will be made aware if their young person is missing from the Academy.

9.3.3 It is unlikely – but possible – that an emergency situation could last longer than an Academy day. This will be entirely dependent on the severity of the incident and the advice issued by the emergency services/teams. In such circumstances, staff will be briefed about the additional arrangements which will need to be implemented. This could include feeding young people and making arrangements for their accommodation overnight.

9.4 THE PLAN

9.4.1 The Alarm

9.4.1.1 The Academy has installed an alarm system which notifies specifically of a chemical accident or emergency at the neighbouring chemical works beyond the Academy playing fields. This alarm system is directly linked to the chemical works' own alarm system.

9.4.1.2 If the alarm at the chemical factory is triggered, the Academy alarm will also trigger automatically. Sounders on the Academy's tower block roof will activate and these will be to alert staff and young people outside the building – on the playing fields, tennis courts or elsewhere within the grounds – that an accident has occurred and that they should return to the building immediately. In order to ensure safety, staff should guide young people to the **doors at the front of the main building**.

9.4.1.3 At the same time as the external sounders, alarms will sound within the building. Each corridor or curriculum area has a sounder and/or a flashing beacon which will activate automatically. On hearing the sounder or seeing the beacon flashing, you must **guide young people to a DESIGNATED place of safety and stay there**. Each sounder/beacon has a fixed plate below/beside it indicating where that place of safety is. Staff must take the time to familiarise themselves with the relevant places of safety wherever they teach.

9.4.1.4 If an incident occurs at any other neighbouring chemical works, the Academy will activate its own alarm immediately upon being notified of the incident through official routes.

9.4.2 Accounting for young people

9.4.2.1 One of the places of safety is the Academy's main hall. Young people assembling in the hall will be expected to line up in form order. In circumstances such as these, there could be an element of panic. Staff must remain calm and supervise young people at all times. Staff must keep young people quiet so that communications and instructions can be readily heard when necessary.

- 9.4.2.2 Young people, staff and visitors assembled in the hall will be accounted for. The attendance officer will provide form registers for young people. Staff in the hall will be expected to assist in accounting for young people against these registers. Completed registers will be collected by support staff and returned to the attendance officer. Only at this point can remaining young people be accounted for.
- 9.4.2.3 During this registration process, young people not assembled in the hall will be in classrooms above ground level. SSOs will collect class registers for the relevant teaching period and issue them to staff in teaching rooms. Registers must be taken quickly and thoroughly and returned to the SSO on each floor.
- 9.4.2.4 Once young people in the hall have been registered, the attendance officer will radio each SSO individually – the SSO should only respond when instructed to do so. SSOs will be required to report **missing young people only**.
- 9.4.2.5 The attendance officer will then check the names of missing young people against the am or pm register as appropriate and also against the lists of young people assembled in the hall. A final check of missing young people will be made against the young person's signing out book. This will result in a list of young people who cannot be accounted for – it is anticipated that this list will be short.
- 9.4.2.6 The attendance officer will then issue a text or voice message to the parents/guardians of young people identified as missing. The message will explain that an incident has occurred at a neighbouring chemical works and that their young person is not in the Academy and cannot be accounted for. The message will instruct parents/guardians to attempt to contact their young person and to notify the Academy by text of their whereabouts. It will be stressed that parents/guardians should not come to the Academy. Similarly, a different message will be sent to parents/guardians of those young people who have been identified as missing from the premises, but where we have established that they are safe, elsewhere.
- 9.4.2.7 Whilst young people are being accounted for, a similar process will be undertaken for staff and visitors. Reception staff will work their way from the hall to the top of the tower block accounting for staff and visitors who have signed in. **All staff must sign in and out of the building on every occasion. Visiting adults in the building must be signed in on arrival and signed out on leaving.**
- 9.4.2.8 During this period of registration, site staff will be checking the interior of the building to ensure that doors and windows are securely closed. The Business Manager will be checking the CCTV to ensure that there is nobody outside the

building.

9.4.2 **Communications**

9.4.2.1 The message to parents/guardians and local residents is “**Go in, stay in, tune in**” which means that they should remain in their homes and listen to local radio stations for further information.

9.4.2.2 Bradford Council has a disaster management team who will co-ordinate communications and information between the parties involved including the chemical works’ safety staff, the emergency services, local radio stations and the Principal at the Academy.

9.4.2.3 Throughout the emergency situation, staff and young people must remain inside the building. Only the Principal is authorised to give the all-clear and until he/she does that, the only place of safety is inside the building. Parents will be asked not to come to the Academy as they cannot be allowed in. Once the building is closed it will remain so until the all-clear is given.

9.4.2.4 Young people will inevitably contact their parents/guardians on mobile phones; staff should encourage them to give the message that they are safe and that their parents/guardians should stay away until notified that the area is safe.

9.4.2.5 In the event that the incident is sufficiently severe that young people need to remain in the Academy overnight, staff will be briefed by the Senior Leadership Team about arrangements and responsibilities.

9.5 **EMERGENCY INGRESS PLAN - WHAT TO DO**

9.5.1 The intention of this plan is to get everyone **INSIDE** the building in the event of an emergency at Nufarm.

9.5.2 **GET TO A PLACE OF SAFETY**

a. If you are outside

Guide young people and visitors to the entrance doors at the **front** of the main building. Move as quickly as possible in order to reach safety before any airborne contaminants have time to reach the Academy. Assemble in the main hall.

b. If you are inside

Guide young people and visitors to the **relevant** place of safety. Instructions on where to go are on the plate beneath the alarm sounder//beacon.

c. If you are below ground level

CDT, Art, Food, MFL, Humanities, English, Music & Drama and the Quad area are below ground level. Guide young people and visitors **to the hall**. Young people should be asked to line up in forms.

d. If you are on the ground floor of school

PE, Maths and the dining room are on the ground floor. Guide young people and visitors **to the hall**. Young people should be asked to line up in forms.

e. If you are in the tower block, above the Maths Corridor

Stay in your classroom or go to the nearest occupied classroom. Young people on corridors must be returned to classrooms immediately. Close all windows and turn off any fans or air conditioning units immediately. This is particularly important in ICT classrooms. As an additional precaution, staff in science rooms should turn off all mains supply to their rooms – gas and water.

At no time should anyone attempt to leave the building.

9.5.3 MAKE SURE EVERYONE IS ACCOUNTED FOR

- a. Young people, staff and visitors will be accounted for according to a very specific procedure. Please co-operate fully with this procedure so that anyone who is missing can be identified quickly.
- b. Staff in the hall will assist in accounting for young people assembled in the hall.
- c. Staff in classrooms will account for all young people in their class.
- d. The Isolation Manager will account for young people in the isolation room.

9.5.4 WAIT FOR FURTHER INSTRUCTIONS

- a. The Principal will keep staff informed of the current emergency status and will issue the all-clear when it is appropriate.

9.6 EMERGENCY INGRESS PLAN – DESIGNATED DUTIES

The following staff will have specific responsibilities in the event of an alarm activation:

9.6.1 Attendance Officer:

- Will take form registers to the hall and hand out to staff
- Will receive completed form registers back from staff
- Will contact SSOs in tower block to identify missing young people

- Will contact Isolation Manager to identify missing young people
- Will notify parents/guardians when missing young people have been identified

ALL THIS WILL BE CO-ORDINATED FROM THE SITE MANAGER'S OFFICE

9.6.2 Administration Manager:

- Will dispatch reception staff to hall and tower block to account for staff and visitors
- Will notify Principal if any adults are identified as missing

9.6.3 Student Support Officers:

- Will collect class registers for the period and each take one floor of the tower block to distribute these registers
- Will remain on the floor and collect in completed registers
- Will respond to Attendance Officer's request to identify missing young people
- Will remain in an occupied classroom on that floor until the all-clear is given
- If a classroom is managed by a supply teacher, the SSO should go to that room and help with student management

LISTS OF STAFF INVOLVED AND SECONDS WILL BE PUBLISHED WITH THIS POLICY

9.6.4 Teaching Staff:

- Will guide young people to a designated place of safety
- Will close all doors and windows and switch off fans and air conditioning units
- Will shut off mains services to the classroom they are in if appropriate
- Will remain with young people – either in the hall or in their classroom – and account for young people according to procedures
- Will remain with young people and manage them appropriately until the all-clear is given
- Will carry out instructions issued by the Principal or SLT

9.6.5 Non-teaching Staff:

- Will go to the nearest designated place of safety
- Will assist with young people management if they are in the hall
- Will assist with young people management if they are in a classroom
- Will close doors and windows in occupied areas
- Will carry out instructions issued by the Principal or SLT

9.6.6 **Site Staff**

- Will secure the ground floor windows and doors
- Will ensure that all toilet facilities are opened and made available
- Will ensure that all magnetic door locks are fully operative

9.6.7 **Business Manager**

- Will monitor CCTV for movement external to the building
- Will monitor CCTV for movement internal to the building, below ground level

9.6.8 **Kitchen Staff**

- Will ensure that all doors and windows in the kitchen and dining room are securely closed and locked
- Will ensure that all fans and air conditioning units in the kitchen are switched off
- Will ensure that all mains services to the kitchen are shut off

9.7 EMERGENCY INGRESS PLAN – SUMMARY

The intention of this plan is to get everyone **INSIDE** the building in the event of an emergency at A H Marks.

REMEMBER – GO IN, STAY IN, TUNE IN

- 1. GO IN**
Get to a place of safety

- 2. STAY IN**
Make sure everyone is accounted for

- 3. TUNE IN**
Await further instructions from the Principal and
SLT

Appendix 2

10.0 Missing Child and Young Person Guidance

10.1 Although Appleton Academy is a safe environment for children and young people with supervision at a high level, there may be an occasion when you are unable to find a child or young person.

10.2 The following guidance is not meant as a list to work through. Not only will action depend on the age and maturity of the child or young person but there may be times when action is very urgent.

10.3 If a child or young person is 'missing':

- Check with last person to see the child or young person – make sure you know what the child or young person was wearing.
- Inform another member of staff before searching in the last place seen.
- Speak to the children and young people who were in the vicinity.
- Search for child or young person – especially in the 'obvious' places eg toilets.
- Inform the office and the relevant Head Teacher or Head of House as appropriate.
- Contact parents/guardians (Head Teacher or senior members of staff if possible).
- Contact Police.
- Search vicinity near school.
- Walk the journey home.

10.4 **Communication is essential at all times. Report to the office as soon as possible if a child or young person is not found within 5 minutes (if you are sure they have not left the premises). Take a mobile phone or walky talky with you; stay in contact.**

10.5 Children who have run away:

10.5.1 Contact the office who will phone the police and parents.

10.5.2 *It is important not to run after a child or young person as this could be seen as a game or part of the act of running away which could result on a child or young person running faster - possibly into the road.*

10.5.3 Foundation Stage or Key Stage 1 children - follow slowly at a safe distance.

10.5.4 Children and Young People in Year 3 and above - Do not follow but contact office/ police and parents.

Appendix 3

11.0 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.
- Do not over-elaborate your answers
- Refuse requests for photos or Academy work of child or young person or 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.

