



Kingswood House School

Crisis Plan and Procedures

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Next review

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A copy of these plans will be kept with the Bursar, Deputy Head and in the School Office. A copy will also be lodged off site at the Headmaster's house together with a set of keys.

"Knowing how to respond quickly and efficiently in a crisis is critical to ensuring the safety of our schools and students. The midst of a crisis is not the time to start figuring out who ought to do what. At that moment, everyone involved – from top to bottom – should know the drill and know each other."

Margaret Spellings, former United States Secretary of Education (2005–2009)

The aim of this document is to provide guidance if a major incident, be it a crisis or a critical incident, occurs at Kingswood House School and to outline what measures are currently in place to prevent such an incident.

By considering the various types of incidents and the effect, they will have on the school, we can plan ahead and reduce the impact of such an incident. This will help to safeguard the health, safety and wellbeing of our pupils, staff and visitors, and ensure appropriate action is taken quickly and effectively if such an incident happens.

This document will not, and could not, cover every eventuality, but it can help to lessen the impact of an incident by reducing the number and severity of casualties, decreasing damage to property, minimising disruption to the school and local community, and allowing a means for the school to continue with its full educational commitments as quickly as possible.

For the purpose of this document a crisis is 'A time of intense difficulty or danger, which would not necessarily involve the emergency services, or an incident that could lead to the school suffering significant reputational damage'. A critical incident is 'An emergency affecting pupils, personnel or property, requiring immediate responsive action beyond that which could be reasonably expected from the school's own management team during the day to day running of the school'.

The major incidents that this document primarily caters for are those which occur suddenly, generally unanticipated, and have a profound and negative effect on a significant segment of the school population, often resulting in serious injury or death. This is why it needs to consider the various types of serious incident that can occur, on and off site, and the impact they will have on the school and its public reputation. The guidance contained within it will clearly explain what organised responses are required to deal effectively with these incidents.

The aim of this document is to detail measures and procedures, which will help Kingswood House School staff to:

- Reduce the risk of death or serious injury or further death or serious injury to pupils, other staff and visitors.
- Reduce the risk of serious damage or further serious damage to school property and properties adjacent to the school.
- Establish when the evacuation of classrooms and/or the school site is appropriate and how this will be achieved.
- Outline circumstances when emergency services would be required.
- Ensure control of the situation is maintained until emergency services arrive.
- Establish protocols for the school and emergency services to share information.
- Ensure other relevant organisations are informed, when required.

- Minimise interruption to the school in the event of a major incident and the disruption it will cause to learning.
- Have a command structure in place to ensure resources are used effectively and essential roles and responsibilities are allocated.
- Determine how to disseminate essential information to other staff, parents and pupils during and after an incident.
- Have a media strategy to deal with press enquiries and to ensure the accuracy and necessity of media releases.
- Support pupils in the aftermath of an incident.
- Increase staff awareness and readiness.
- Have a review process in place to evaluate the effectiveness of the school's crisis management policy, in the event of a major incident, and consider what lessons can be learnt from it.

This document will be reviewed annually to ensure the information contained within it is still accurate and relevant. It will also be reviewed after a major incident occurs so that any lessons learnt can influence the procedures within this document for future incidents.

There are various types of incidents that can occur in and out of school premises, which can be categorised as follows:

On Site	Off Site
<ol style="list-style-type: none">1. Any death or serious injury.2. Serious accidents or acts of violence.3. Fire or explosions.4. A violent intrusion onto school premises.5. Hostage situations.6. Bomb or suspected bomb incidents.7. Serious gas or water leak.8. Serious illness or epidemics: meningitis; influenza; infectious conditions.9. The release of hazardous substances near or on the school site.10. Suspected Chemical, Biological, Radioactive or Nuclear (CBRN) incident, where there are three or more unexplained and sudden casualties.	<ol style="list-style-type: none">1. Death or serious injury to a pupil or a member of staff.2. Certain incidents to a pupil or member of staff requiring them to be admitted to hospital.3. Severe weather.4. Terrorist attack having some impact on the school, a pupil or a member of staff.5. The effects of disasters in the wider community.

Off-Site School Visits

An incident, which takes place off-site while pupils are in the care of the school can have serious repercussions for the reputation of the school. In order to minimise the possibility of this happening, a risk assessment form is completed for every trip.

There is a separate emergency action plan to be followed during trips that staff must be aware of before undertaking a trip. This is written up in the Educational visits Policy:

Educational Visits Emergency Action Plan

Procedures to be followed in the event of an incident

The following suggestions are a guide intended to enable leaders to follow a course of action covering the main basic priorities. Obviously, no such list will ever be finite and other actions may be necessary depending on the situation. It is important that the relevant information is quickly and easily available, especially when groups are off-site and whatever the time of day or night.

1. Those in charge of any venture must have access to lists of names, telephone numbers and addresses for staff and pupils. Consideration should be given to carrying a mobile phone.
2. Similar lists to those above, along with relevant consent forms, must be readily available at the School and for the emergency contact; these must include last minute amendments.
3. Out of office hours, a professional contact person (emergency contact) should be nominated to act as the communication link with the party and therefore ensure they are in an appropriate state and capable of supporting the group if required. There should preferably be two persons if the overnight stay is for more than one night; those nominated should have a copy of lists including:
 - The names of all off-site participants, including adults, and details of their emergency contacts.
 - The distribution, (i.e. names of leader / young people) if in separate groups, vehicles or boats.
 - The planned itinerary, including base address and telephone number in case of emergency.
 - Details of any child (or member of staff) on the trip with a medical condition, allergy and any medication required/taken.
 - The names, telephone numbers and email of the travel and coach companies.
 - Details of the establishment emergency contacts, in the event of an emergency.

If a child goes missing/ an incident occurs, you must:

1. Alert staff at the venue / 999 if needed
2. Alert the lead teacher who will notify the EVC or Emergency Contact. They will then follow the critical incident procedures and notify the correct people at the School etc. If needed EVC / SLT will call Head teacher who will communicate with the Chair of Governors.
3. The Chair of Governors will alert the other Governors if required.

The School's Communication Team should be contacted on 01373 723590 in office hours and on the mobile of the emergency contact when out of hours. The lead teacher will make the decision (along with the critical incident team) about the next steps, but please follow the guide below until you are notified.

Please remember to take your children's health forms, any medication needed and a first aid kit. You must inform EVC of ANY "near misses" after the trip.

Action to be taken by the leader in the event of an incident

1. Assess the situation.
2. Protect the party from further injury or danger.
3. Inform all persons present that personal telephone communication is to be restricted.
4. Administer First Aid if required.
5. Call the emergency services (999), as appropriate.
6. State the nature of the emergency.
7. Give your name and address / location and telephone followed by:
 - The nature of the incident.
 - The number of individuals involved.
 - The condition of those involved and where they are located.
8. Ensure an adult accompanies any casualties to hospital.
9. Phone School emergency contact person.
10. It is probable that both staff and participants will be in a state of shock, therefore:
 - Remove the remainder of the party to secure accommodation and place under the care of a member of staff able to protect them from the attention of the press/media.
 - If necessary, request the police to assist.
 - Calm and comfort participants and arrange for their evacuation.
11. Do not make any statements to press/media or allow anyone else to make statements but refer to the School.

Section 3

Preventative Measures and Preparing for the Worst

The Head Teacher at Kingswood House School ensures all reasonable and appropriate preventative measures are taken to minimise the risk of an incident occurring. This will involve making certain preparations.

The preventative measures include:

1. Fire safety arrangements as described in the Regulatory Reform (Fire Safety) Order 2005 and Kingswood House School's own Fire Safety and Emergency Evacuation Policy.
2. The premises being equipped with appropriate fire-fighting equipment, fire detectors and alarms.
3. Any non-automatic fire-fighting equipment provided is easily accessible, simple to use, regularly maintained and indicated by signs.
4. Sufficient employees have been trained to deal with a fire situation.
5. Maintenance of smoke detection systems where fitted.
6. Maintenance of automatic fire alarm systems.
7. Fire exits and escape routes are clearly marked and unobstructed at all times.
8. Fire doors to be kept closed, except those fitted with door closing mechanisms.
9. Fire evacuation practice is carried out every term.
10. Notices clearly stating the action to be taken in the event of a fire are displayed in all classrooms.
11. Boilers and pipes are checked regularly for leaks.
12. All departments that deal with potentially hazardous substances (Science, technology, maintenance etc.) carry out annual risk assessments.
13. Teachers responsible for trips, clubs or special activities complete risk assessments.
14. Appropriate insurance.
15. Health & Safety at Work Workplace Risk Assessments.
16. School Risk Assessment Policy.
17. Anti-bullying policy and procedures.
18. Procedures for identifying and responding to behavioural issues – Behaviour and Sanctions Policy.
19. Identifying if any of the pupils are a kidnap risk due to their family's wealth, type of business or public profile.
20. Compliance with other relevant national and local guidance.
21. Having two Emergency Management Team (EMT) communication rooms. School Office and Divisional Heads Office (Peter Brooks building), which are at opposite sides of the premises and with phone lines.
22. Having two Major Incident Bags and ensure they are checked and stored in two different rooms. These are stored in School Office and PB2 (Classroom 2 in the Peter Brooks building).
23. Having an agreement in place with another school to act as a 'Buddy' if an incident occurs, which requires the full evacuation of Kingswood House School off-site.
24. A generic message will be used as the school's voicemail message during an incident and a ParentMail message that can be sent to alert parents of the incident.

Emergency Management Team (EMT) Communication Rooms

The first EMT Communication room is the School Office and the second is the Divisional Heads office. The School Office has two external phone lines. The Divisional Heads office will be used if access to the School Office is blocked due to the incident. The DT room has one external phone line which routes via the school's switchboard therefore a second mobile phone will be used also.

Major incident bags are necessary equipment if the school has a major incident. They will allow the Emergency Management Team (EMT) to have essential equipment to hand that can be utilised during the initial stages of an incident. It also ensures the EMT can start taking control of a situation quicker and not have to spend time putting together essential equipment.

Kingswood House School has two major incident bags within the school grounds. They are located in the School Office and PB2. This allows for occasions when the bag is stored at the location of the incident, thus making it inaccessible.

The contents of each bag are checked at the start of each term. This check will ensure mobile phones, walkie-talkies and torches are tested and charged (batteries changed), as necessary. Spare batteries are included in the bag and their use by date is checked.

Each Major Incident Bag contains:

- Laminated Contents Sheet
- 1 Copy of the school's Crisis plan & Procedures
- 2 incident log sheets
- Parent/carers contact list for pupils
- Emergency contact numbers list for staff and Governors
- 3 High visibility vests for EMT members
- First aid kit & sun cream
- 20 Foil First aid blankets
- 2 Licence-free walkie-talkie transceivers (water-proof)
- Megaphone with batteries
- 2 Safety whistles
- Torch and spare batteries
- 1 Clipboard, 2 permanent markers and 2 notebooks with pencils
- Surrey A-Z Map

Buddy Establishments

A buddy establishment is any identified 'place of safety' nearby where pupils and staff can be taken if they are unable to return to the school for some time. Kingswood House School buddy establishment is:

Stamford Green Primary School
Christ Church Mount
Epsom
Surrey
KT19 78LU
Head teacher: Mrs Louise Druce
Telephone: 01372 725 383

EMT Team

In the event of a major incident occurring and the Head Teacher deems it necessary to invoke this plan, then an Emergency Management Team (EMT) will be set up. This team will comprise of a number of role holders, who will undertake assigned responsibilities. There will be some flexibility in regards to whom takes on which role.

The EMT members may vary according to the nature of the event and at what time of the year or day it occurs. Where possible, the Team Leader will be the HeadTeacher who will assign the following roles:

Team Leader – Takes control and directs the school's response to the emergency.

Staff Liaison – Coordinates the staff's response to the incident and monitors their ongoing safety, physical and emotional wellbeing during and after an incident.

Communications & Media - Communicates with pupils, parents, visitors and the Media.

Pupil Liaison – Ensures the safety, physical and emotional wellbeing of students during and after an incident.

Community Liaison – Point of contact for emergency services and others who need to attend the school (e.g. Health and Safety Executive), School site management Location arrangements for visitors, EMT.

Continuity & Recovery - Identifies any critical areas that may be affected during/after incident.

Casualty Liaison - Responsible for dealing with injured persons as a result of the incident (this should include those who are severally distressed by the incident and showing signs of shock, as they may need to receive medical attention in the short term and welfare support in the days after the incident).

Pupil Liaison and Casualty Liaison work closely with each other. This will ensure that all pupils are accounted for at all times.

The Team Leader will decide if there is a need for a separate Casualty Liaison role. If they decide there is not a need for a separate Casualty Liaison role, then Pupil Liaison will perform both roles and take responsibility for collating details of anybody injured.

In addition to the above roles, a member of staff should be assigned to work directly with the Team Leader. They will support the Team Leader by recording all of their actions and decisions, 'running errands' for them, maintaining a log of the sequence of events and having responsibility for recording what time notifications are made and who was notified. This will help to alleviate some of the stress and pressure the team leader is likely to be under during the initial stages of a major incident.

Role	Responsibility
Team Leader	<ul style="list-style-type: none"> • Calls the team together to plan response • Takes control of crisis management • Coordinates and oversees the crisis response • Informs the Chairman of the Governors • Conducts evaluation of the crisis plan • Responsible for media strategy, press releases and talking to the media • Opens and maintains a personal log of all factual information received, actions taken, and the time of those events. • Re-establish education and school administration processes, when possible
Staff Liaison	<ul style="list-style-type: none"> • Attends the scene, takes charge and coordinates support for staff in handling the incident • Is responsible for formulating the tactics to be adopted by the school to achieve the strategy set by the Team Leader • Responsible for setting up EMT Comms centre • Responsible for organising and deploying non-EMT staff as necessary • Decides if evacuation or securing school, site access and the school is necessary. • Arrange and assist in conducting staff briefing/debriefing meetings
Communications & Media Liaison	<ul style="list-style-type: none"> • Coordinates the communication with parents • Coordinates support for the family of pupils who die or are seriously injured • Leads on updates to website, school voicemails, ParentMail and text messages to parents. • Manages incoming calls from media and members of the public.
Pupil Liaison	<ul style="list-style-type: none"> • Collates information in relation to all pupils • Organises pupils for relocation (on and off site) • Coordinates the collection of pupils following a classroom evacuation, where the pupils cannot re-enter the school, or from a buddy school in the case of a whole school evacuation <p><u>If there is no need to appoint a Casualty Liaison then Pupil Liaison will also be responsible for -</u></p> <ul style="list-style-type: none"> • Maintaining a list of those injured, the degree of injury, pupils location and whether next of kin have been informed • Ensuring pupils are accompanied to hospital

Community Liaison	<ul style="list-style-type: none"> • Coordinates with outside resources to provide support to school, staff and pupils, including liaison with a buddy establishment in the case of a full evacuation • On-site point of contact for emergency services and other visitors during and post incident • Responsible for the safety and wellbeing of any visitors on-site before the incident (parents on a school tour, contractors, etc.)
Continuity & Recovery Liaison	<ul style="list-style-type: none"> • Oversees and monitors school incident room • Liaises with relevant non-emergency service organisations • Liaises with external contractors • Lead on business continuity for school. • Focus on alternative arrangements (i.e. alternative buildings) and school recovery. • Implements recovery plan in conjunction with other parties, such as loss adjusters, local authorities, Insurers, etc.
Casualty Liaison	<ul style="list-style-type: none"> • Records details of everyone injured and their injuries (including those suffering from shock) • Collates details of those casualties who require hospital treatment • Ensures every pupil taken to hospital is accompanied by a member of staff • If necessary appoints a member of staff to remain at the hospital to feedback information on casualties progress • Ensures parent or next of kin are informed (if the injury is serious this should be done by the police, but Casualty Liaison will need to ensure it is being done or has been done) • After the incident has concluded they will need to provide the Team Leader with details of any pupil/staff, who is likely to need support as a result of an injury or is likely to be suffering from Post Traumatic Stress Disorder (PTSD)

Roles of Non-EMT staff

Non-EMT staff will work under the direction of Staff Liaison, who will decide if they need to be deployed during the incident. Any deployments of these staff will be as follows:

Teachers & Learning Support Assistants

- Teachers/LSAs primary role is to direct, reassure and supervise students.
- They must know how to implement evacuations and secure the school, how to control site access and the schools or other directives as issued by incident management leaders.
- Must not assume everything is secure and safe until given an 'all clear'.
- Must take student roll and report missing students to Communications & Media Liaison, Pupil Liaison, Community Liaison, Continuity & Recovery Liaison and the Casualty Liaison.
- Know how to report concerns and needs related to crises, and whom to report to.
- Communicate clearly and concisely to students during and after the incident.

Groundsman

- Must report to Staff Liaison.
- Assist in physically securing school, site access, building and grounds.
- Be available to brief emergency services, Local Authority Health & Safety team on building design and operations. Have information available on emergency shut-off controls for utilities, alarms, bells, etc. Full details in Appendix H.

School Mini-bus Drivers (if still on-site)

- Be available and flexible for short notice emergency transportation needs.
- Become familiar with alternative site plans, evacuation routes and procedures.
- Maintain rosters and emergency contact information for all drivers.
- Be available and flexible when informed of emergency situation.

Administrative, Catering and Study Centre Staff

- Report to Staff Liaison for deployment.

Students and Visitors

During an incident, students and visitors should not be designated roles by the EMT.

It is likely that in the initial stages they may get involved with evacuating classrooms and rendering assistance to injured parties. Other than that, they should go to and remain at the assembly point until directed otherwise.

Students must at all times, during an incident:

- Follow directions of school staff.
- Remain as calm and quiet as possible.
- Report any concerns and needs they have.

It is impossible to anticipate in advance the response required for every type of incident, but we know all incidents follow a typical pattern, which allows a generic structure to be devised.

By considering what steps are likely to be needed in the event of a major incident, the EMT can prepare staff and plan ahead so that incidents can be brought under control far quicker and the risk to life and limb can be greatly reduced.

Certain principles apply in most crises:

1. Clear leadership is needed. If there is poor or no leadership during a major incident then lives can be put at risk as a result.
2. Everyone needs to know who is in charge and follow their instructions without debate. In the early stages of an incident there is very little time for discussion as every second counts. The response to safeguard lives needs to be spontaneous and fast-moving.
3. Those in charge need to be assertive. It is likely pupils and some of the staff/visitors will be confused and stunned by what has happened. It is therefore imperative that those in charge take control of the situation as quickly as possible and do so in a confident, unhesitant way.
4. Be firm and unwavering when making decisions. It is sometimes better to make a decision that others can work with as opposed to not making a decision, which can breed uncertainty, anxiety and ultimately further panic.
5. Saving human life is more important than preserving property or reputation.
6. Heroic gestures should not be encouraged or supported. Leave dangerous situations to the professionals.

All incidents usually follow a typical pattern, which is:

1. Crisis or critical incident occurs.
2. Initial response.
3. Emergency action.
4. Recovery.
5. Business as usual.

Initial Response

If a member of staff discovers, or is made aware of, an incident that would require the police, fire service or ambulance service, then they are to call 999 - authorisation to do so is not required.

The emergency services will need to know:

- **Casualties** - Approximate numbers of dead, injured and uninjured
- **Hazards** - Present and potential
- **Access** - Best access routes for emergency vehicles, bottlenecks to avoid etc.
- **Location** - The precise location of the incident
- **Emergency** - Emergency services required and if any are already on scene
- **Type** - Type of Incident

They should then ensure that pupils and other staff are removed from immediate danger before carrying out basic first aid on any injured person. They will need to prevent anyone accessing the location of the incident, await the arrival of the emergency services and then direct them to the location of the incident.

That person should make sure the Head Teacher or another member of the Senior Leadership Team is informed, who will decide if the incident should be treated as a major incident. If so, they will invoke this plan and convene the school's Emergency Management Team.

Emergency Action

The immediate role of the EMT is to take whatever action is required to deal with the emergency in order to save pupils, staff and visitors and to minimise damage to property. The EMT should situate themselves as close to the emergency as possible, which is likely to be one of the two EMT Communication rooms.

The assigned EMT communication room will be staffed by the normal School Office personnel. Their first role will be to record a predefined message on the school's answer machine, which will be used during the incident for normal telephone enquiries. They will also send a Parentmail to all parents to inform them of the incident and the emergency contact number.

The emergency services should be supplied with the mobile numbers of the Team Leader and the person performing the role of 'Community Liaison'.

Control of the incident will be handed over to the emergency services as soon as they arrive. This will allow the EMT to concentrate more on the safety, health and wellbeing of pupils, staff and visitors. It will also give them the opportunity to meet and establish the facts of the incident.

The EMT can then consider immediate actions required and any medium or longer term actions, which will allow them to restore order and make emergency and salvage arrangements, allowing the school to return to business as usual or as near to it as possible.

In the event of a major incident the Surrey County Council Duty Emergency Planning Officer (07831 473039) will also be contacted.

Recovery

The school's recovery, after a major incident, is very much dependent on the extent of damage caused to the school, the severity of injuries to pupils and staff and the level of trauma suffered by them.

It is likely that a number of different groups will have to be established to deal with the issues that result from being subjected to a major incident. The most important of these groups is the Recovery Management Team, which will steer the school's recovery. It will do this by considering the issues and developing a recovery strategy, which will allow it to rebuild and continue the education process at the same time.

The **Recovery Management Team** members will vary according to the nature of the event and at what time of the year or day it occurs. Essentially, it will comprise of the following:

- Head Teacher
- Deputy Head
- Director of Studies
- Bursar

Other groups will be formed to deal with the welfare support needs of pupils, staff and parents.

The initial considerations during this recovery period will be how the education process will continue for the pupils. Different options may have to be considered including acquiring temporary accommodation, some or all of the pupils being temporarily relocated to different premises or even the possibility of home schooling for a period.

Business as Usual

Even once the school has returned to normality or as close to normality as possible, the effects of a major incident can reverberate for years both within the school and the local community.

The following actions and issues will be considered to help maintain the school's equilibrium once 'business as usual' has been reached:

- The introduction of strategies to monitor vulnerable pupils and staff. Some may have been injured or distressed and will need significant support to reintegrate back into school life.
- Ensure new staff are aware of pupils affected and in what way.
- Ensure staff and pupils know how to obtain further help if necessary.
- Part of the recovery process involves providing individual support, for as long is required, to those severely affected by the incident.
- Establishing support groups, which will provide emotional support and actively help the healing process.
- Consult and decide on whether and how to mark anniversaries.
- Anniversaries are key times and the Head teacher should ensure such times are planned for and handled with sensitivity and support.
- Legal processes, enquiries, and even news stories may bring back distressing memories and cause temporary upset in school.

The school evacuation plan consists of three types of evacuation: classroom/Examination evacuation to a designated point; off-site evacuation to a buddy establishment; and evacuating open spaces during a whole school lock-down.

Classroom Evacuation

If an incident occurs, which endangers pupils in classrooms, then the alarm should be raised and the fire bell activated so classrooms can be evacuated. On hearing the fire bell, staff will stop pupils working, achieve calm and evacuate the building quickly.

If safe to do so, staff will secure cash and valuables, close any opened doors or windows, switch off all gas and electricity and leave by the nearest fire exit. Fire wardens are designated throughout the school and will check every room in every building to ensure all personnel have safely evacuated.

Staff will make sure that pupils:

DO NOT run.

DO NOT stop to collect personal belongings.

DO NOT return to the area until authorised.

DO NOT attempt to fight a fire, unless it is very small and you have the correct appliances.

The assembly point will be on the Astro pitch. If this area is not safe then pupils should assemble on the grass area in front of the school in West Hill.

The Head Teacher or School Office staff will take parent telephone numbers, registers and mobile phone to the evacuated area. They will call the emergency services by dialling 999, unless this has already been done.

Teachers are to count and check, with registers, to ensure all pupils are present. The School Office staff will ensure all staff are accounted for. The names of missing personnel will then be given to the Deputy Head or Head Teacher.

During a GCSE Examination

In an emergency such as a fire alarm or a bomb alert, as well as undertaking the guidance for a classroom evacuation an **invigilator** for a GCSE examination must also take the following action:

- a) stop the candidates from writing;
- b) collect the attendance register (to ensure all candidates are present) and evacuate the room in line with the instructions given by the appropriate authority;
- c) advise candidates to leave all question papers and scripts in the examination room. Candidates must be advised to close their answer booklet;
- d) ensure the candidates leave the room in silence;
- e) ensure candidates are supervised as closely as possible while they are out of the examination room so that there is no discussion about the examination;
- f) make a note of the time of the interruption and how long it lasted;
- g) allow the candidates the remainder of the working time set for the examination once it resumes;
- h) if there are only a few candidates, consider the possibility of taking the candidates (with question papers and scripts) to another place to finish the examination;
- i) a full report of the incident/action taken - sent to the relevant awarding body.

Off site Evacuation

Where a whole school evacuation is necessary the primary buddy establishment - Stamford Green School (01372 725383) - will be contacted in the first instance by 'Community Liaison' or the Bursar. When a buddy establishment is contacted under these circumstances then the following will be said: **"This is Kingswood House. We have a red alert. We are evacuating to your hall"**.

All staff should be informed that a red alert evacuation to a buddy establishment is to take place so that they can prepare the pupils. A classroom evacuation process will need to take place. Once this has been completed, as detailed above, the whole school evacuation will begin.

'Pupil Liaison' will coordinate this with 'Community Liaison'. 'Pupil Liaison' will then be responsible for the movement of pupils from Kingswood House School to the buddy establishment. A full head count will be completed before leaving KHS and when the pupils arrive at the buddy school. Whilst moving from one school to another the pupils should only be taken across the grounds of Kingswood House if it is safe to do so. Directions to the buddy establishments can be found at Appendix F.

Whole School Lock-down

Lock-down procedures are required when it is safer to keep staff and pupils indoors rather than invoke evacuation processes. This could be for a number of reasons, from an intruder in the school grounds to a plume of hazardous smoke compromising outside air quality.

In the event of a lock-down:

1. An alert will be made over the phone tannoy system. Horns will be sounded. Please sound your horn so that everyone in the school can hear it. The emergency services are to be contacted if necessary.
2. Remain calm and act appropriately.
3. Move to the nearest classroom. Teachers may check corridors for children.
4. Lock all doors and cover any door windows.
5. Secure windows and close blinds or curtains.
6. Gather students to the least visible area and hide, if possible.
7. Turn off lights, including computers and projectors.
8. Take attendance, writing additional names.
9. Switch off all phones or put them on silent.
10. Remain silent in the classroom, even if you suspect danger.
11. Wait for recognised officials such as school leaders or the police.
12. Remain calm and follow instructions.
13. Co-operate with the police and do not make any sudden movement.
14. If you are outside, move as far away from the buildings as possible.
15. When safe, all staff will be informed to take their class to the all-weather pitch or school hall (depending on weather conditions).
16. Roll call to be taken and names of missing personnel noted.

Parents Collecting Children After an Incident.

If parents need to collect children following an incident in school, then this will be coordinated by 'Pupil Liaison'. Instructions for collection can be given on the KHS website, via Parentmail and to those parents who ring the school direct.

Objectives:

- To take reasonable steps to minimise any adverse publicity by ensuring all external enquiries are handled consistently by nominated personnel
- To protect reputation and ensure critical timing of information release
- To maximise trust established with local press and develop same with nationals and other media if required, whilst keeping all media informed.

Once a story becomes known as a serious incident it will be taken up by the national media and news organisations. Although a member of staff may be nominated as the media focus/spokesperson, it is essential that all staff understand the basic rules:

- Treat the media with respect. They have a job to do and how they do it will, to some extent, be influenced by the perceptions gained of the school and its staff.
- Never say 'No Comment', it can be completely misconstrued. Instead, direct the media to call the EMT communications centre or the nominated member of staff.
- Use common sense. If a reporter is obviously angling for particular information, ensure that the key staff know this.
- Stick to the facts.
- Staff should not appear on radio or television unless they are fully conversant with the facts.
- Staff should not talk 'off the record'.

If the incident is under the control of the emergency services, they will organise the media into one location outside of the school. This is where the school's spokesperson will go to update the media. As an incident develops there will be a need to hold a press conference. This will take place in the Head Teacher's office or the school hall depending on the numbers wishing to attend.

The Chairman of Governors and the Parent Governor maybe expected to talk to the media. They should not do so unless they are fully conversant with the known facts.

Media Statement:

Following an incident, a statement must be sent to the media. Depending on the situation, this could contain the following:

- Acceptance of responsibility
- An apology
- Empathy
- Thank the emergency services
- A pledge to take action

The following statement was sent to the media by Alton Towers following the death of a child and is a good example of what an initial statement might contain:

"This has been a terrible incident and a devastating day for everyone here. I would like to express my sincerest regret and apology to everyone who suffered injury and distress today and to their families. The safety of our visitors is our primary concern. The park will remain closed until we understand better the cause of this dreadful incident. I would like to thank the emergency services for their swift and effective response today – they were outstanding. A full investigation is now under way and we will continue to work closely with the emergency services and the Health and Safety Executive."

Outline and Immediate Responsibilities

- Head Teacher informed immediately
- Head Teacher informs Deputy Head and Bursar
- Deputy Head informs SLT and staff
- Head Teacher informs parents or guardians
- Deputy Head frees Head Teacher of teaching responsibilities for a minimum of three days
- Head Teacher and Bursar take responsibility for supervision of bereavement team
- Bursar contacts [CRUSE](#) Bereavement Support to arrange support and counselling for members of staff involved
- Staff meeting to disseminate accurate details, information and procedure
- School assembly
- Return to 'normal' timetable for the majority of the school
- Head Teacher writes letter to all parents
- A meeting place provided for close friends of the deceased to allow them to express their grief
- Meeting of bereavement team to share feelings, fears and support. An outside counsellor should be present

The first week to the day of the funeral

- Pupils most affected by grief carefully monitored by staff
- Outside counselling offered if so required
- Deputy Head to monitor members of staff and to be available if so required
- Close contact maintained with the family and discussion about funeral arrangements
- Parents and staff informed of funeral arrangements and wishes of the family
- Local vicar informed and arrange talk to pupils
- Ascertain if there will be a memorial service at a later date

Post funeral

- Debriefing of bereavement team by a trained counsellor, preferably the same one involved since the death
- Continued monitoring of pupils
- Information of outside agencies, such as [CRUSE](#) and the [Samaritans](#), posted on notice boards
- Staff informed with details of patterns of abnormal grief
- Independent counsellor to speak at a staff meeting on the effects of grief and bereavement
- Links maintained with family
- The possibility of a school memorial service a year after the tragedy following discussion with parents
- Report to be written by the Bursar outlining practice and procedure and placed on file for future reference
- Altering school policy in light of both good and bad practice observed

Other Possible Areas of Bereavement

While the suggested policy document is concerned only with the death of a pupil during term time, there are other areas of bereavement that need special concern. These include:

- Terminal illness of a pupil
- Accidental death at school
- Counselling

Terminal illness of a pupil

Assuming that the parents and, perhaps most important, the pupil themselves is willing that this situation is made known, then the following areas need to be addressed:

- The need for clear information is essential to the staff.
- Head Teacher must be notified of visits to the hospital, hospice or the home by staff, parents or pupils.
- Pressure must not be brought to bear on the family or the nursing staff;
- Terminal illness raises all sorts of personal questions for individuals of whatever age. How are these to be handled?
- We need to be aware that in such instances, grief begins once the individual has been notified that they are not going to recover and this information is shared with others. The feelings that are associated with this pre-death grief can lead to confusion, anger, withdrawal and discipline problems. Again, there is need for great sensitivity from all staff and the possibility of using outside agencies or school doctor/nurses should not be overlooked in both promoting good practice and raising awareness.

If the parents and pupil are unwilling, that knowledge of a terminal illness is to be kept 'secret' then it is recognised that this puts a tremendous strain on a number of people. While the issue here is that of confidentiality, it must not be confused with collusion. If the illness is life threatening then it will become public knowledge eventually. Sensible guidelines to follow are those offered on suspected child abuse: namely, confidentiality is restricted to others on a 'need to know' basis. If the occasion arose where such a situation did occur, then it is not only unfair to expect a member of staff to carry such a burden, it could also seriously impair the bereavement process of the family as a whole. In such a situation, it is imperative that while the information is restricted, the member of staff in no way feels under pressure to collude with the family, hoping that things will be all right in the end. Obvious figures of support in such instances are the Head Teacher and doctor.

Accidental death at School

Involvement with the statutory agencies involved in such instances, such as the police and social services, brings extra pressure and is time consuming. There may be feelings of guilt associated with the death, particularly if it is the result of games, a dare or foolishness.

If such an incident occurs at school, expert counselling advice should be sought immediately for those involved. Again, the need for the early dissemination of clear information regarding the incident is vital to the staff, parents, pupils and support staff to avoid rumour and speculation.

Counselling

Advice on how to deal with sickness and loss can be found on the *Department of Health* website www.dh.gov.uk, or contact *Cruse Bereavement Care*.

Cruse Bereavement Support exists to promote the well-being of bereaved people and to enable anyone bereaved by death to understand their grief and cope with their loss. Services are free to bereaved people. The organisation provides support and offers information, advice, education and training services.

CRUSE

Helpline 0808 808 1677

Email helpline@cruse.org.uk