



Critical Incident Policy and Management Plan

Review cycle: Every year

Review by: SMT, G(H&S), G(F&GP)

Last Governor Approval: Autumn 2025

Next Governor Approval: Autumn 2026

Current Version:

Policies linked to:

- Health and Safety Policy
- Critical Incident Policy

This document also appears on:

- Staff Intranet

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Introduction

This guidance is intended to help staff to be prepared for a critical incident and to ensure effective management in a difficult situation. Although it is not possible to prepare in detail for every situation it is essential to have a general plan to hand which outlines the steps that need to be taken.

For the purposes of this document a critical incident is defined as:

“An unforeseen event that has disrupted or threatens critical business processes and/or the organisation’s mission (e.g. strategic objectives, reputation, viability), or safety of its employees, pupils and visitors to the school that cannot be resolved through local incident management processes”.

The Strategic Command (Gold) Team, led by The Headmaster, is responsible for ensuring that the school is prepared to deal with reasonably anticipated Critical Incidents. A member of Gold Team will be available at all times to respond to any event and be in a position to escalate it to a Critical Incident. The Gold Team will consist of The Headmaster, Senior Deputy Head, and Director of Finance and Operations.

Once escalated, the Gold Team will convene the Critical Incident Management Team (CIMT) implement the Critical Incident Management Plan (CIMP). The Principles and Priorities are:

- To meet the needs of the group in crisis.
- To meet and support the needs of The Beacon, its community, parents, relatives and friends.
- To respond to the needs of other agencies
- To respond to media demands

Critical incidents include, but are not limited to, the following:

- The death of a pupil, staff member or governor
- A serious incident involving a pupil or staff member on, or off, the school premises
- An incident of serious violent crime
- A violent intrusion onto the premises, e.g. a bomb alert
- Extensive damage to school property
- A fire, flood or explosion
- The effects of disasters in the wider community
- Incidents whilst on educational visits
- Epidemics
- Exposure to hazardous substances near, or on, the school premises
- Cyber Attack

Legal framework

This policy has due regard to all relevant legislation and guidance including, but not limited to, the following:

- Workplace (Health, Safety and Welfare) Regulations 1992
- The Management of Health and Safety at Work Regulations 1999
- Health and Safety at Work etc. Act 1974
- The Regulatory Reform (Fire Safety) Order 2005
- DfE (2022) ‘Emergency planning and response for education, childcare and children’s social care settings’
- DfE (2019) ‘School and college security’
- This policy operates in conjunction with the following school policies and documents:
- Health and Safety Policy
- Educational Visits and School Trips Policy
- First Aid Policy
- Complaints Procedures Policy
- Child Protection and Safeguarding Policy
- Evacuation, Lockdown and Evacuation Procedures
- Personal Emergency Evacuation Plan (PEEP)

2.0 Command Structure

Strategic Command (Gold) – Responsible for leading the whole school strategy in managing a critical incident.

Tactical Command (Silver) – Responsible for running the CIMT, liaising with Gold and Functional Leads to ensure that there is a co-ordinated response to the incident.

Operational Command (Bronze) – In most scenarios this would be the trip leader or member of staff at the scene dealing with the incident.

Functional Leads

Gold Lead

Role: To provide the overall lead of the school's critical incident response.

Responsibilities:

- Assess the overall impact of the critical incident on the school.
- Set the strategy for the school's response, including the overall priorities.
- Ensure key external stakeholders remain informed at appropriate intervals.
- Set the overall communication priorities and approve key internal/external comms.

Silver Lead

Role: To manage and coordinate the school's on-going response to the critical incident.

Responsibilities:

- To draw up an action plan for the specific incident in line with Gold Lead's direction.
- To appoint and delegate responsibilities to staff in accordance with the plan.
- To establish and maintain a Critical Incident Management Room
- To co-ordinate actions, responses and communications with the other functional leads during the crisis.

Communications

The Communications Team is responsible for managing the flow of information received by the school during the incident as well as writing, editing and disseminating accurate and current information throughout the incident to the functional areas.

Staff Liaison

The Staff Liaison lead will be responsible for dealing with staff issues throughout the event including welfare issues.

Pupil Liaison

The Pupil Liaison lead will co-ordinate with the sectional heads and support staff to ensure that the welfare of the pupils is taken care of. It may include providing emotional

support, implementing dismissal procedures or providing longer term supervision and support.

Parent Liaison

Parent Liaison lead will co-ordinate the communication and relationships between the school and the parents of those directly involved in the critical incident. It is likely that this team will include a number of staff depending on the nature of the incident.

Site Security and Business Continuation

Role: To manage the security needs of The Beacon site and appropriate business continuity measures are actioned.

Responsibilities:

- Secure the perimeter of the site
- Open the appropriate parts of the school upon instruction from CIMT
- To respond to directions from the Silver Command
- Ensure the business continuity by supporting Functional leads

IT Network Management

Initially responsible for establishing the Critical Incident Communications Centre with appropriate IT and Communications hardware. Once established they will be responsible for ensuring that all the key systems stay functional throughout the event.

Administrative Support and Record Keeping

To provide administrative support to the Critical Incident Team including being responsible for record keeping.

3.0 Critical Incident Management Team Structure

	Primary	Secondary	Tertiary
Gold Lead – Strategy	Headmaster	Senior Deputy Head	Director of Finance and Operations
Silver – Crisis Hub Lead	Deputy Head Pastoral	Deputy Head Academic	Head of Upper School
Communications Team	Senior Deputy Head	Deputy Head Pastoral	Deputy Head Academic
Staff Liaison	Head of Human Resources		
Pupil Liaison	Section Head of Pupils Affected	Deputy Head of Pupils Affected	
Parent Liaison	Head's PA	Head of Marketing	School Secretaries
Admin Assistance and Record Keeping	School Secretaries		
Site Security and Business Continuity	Facilities Manager	Assistant Facilities Manager	
IT Network Management	Network Manager	IT technicians	

4.0 Activating the Plan and Alerting Key Personnel

There is an extensive contacts list in the appendices however the initial communication should be with one or more of the Critical Incident Response Team who will ascertain the scale of the incident, make an **early** a decision on whether to escalate the incident to Critical Incident and record that information on the CRITICAL INCIDENT INITIAL REPORT FORM. (Appendix 1)

Nick Baker	Headmaster	07827948194	headmaster@beaconschool.co.uk
Simon Detre	Senior Deputy Head	07974351123	sdetre@beaconschool.co.uk
Frank Muzika	Director of Finance and Ops	07876391628	fmuzika@beaconschool.co.uk

The decision to escalate to critical incident will be the responsibility of the duty Gold Lead and he will be responsible for convening the Critical Incident Response Team and implementing the Critical Incident Management Plan

5.0 CRITICAL INCIDENT MANAGEMENT PLAN (CIMP)

Where an incident is escalated to a Critical Incident, the Critical Incident Management Team should be contacted by the Gold Lead, briefed on the situation, the information cascade implemented as appropriate and activate the Critical Incident Management Plan using the forms provided. (Appendix 2)

Central Information Point and Crisis Management Room

- The CIMP describes the methods of contacting and communicating with key people and support professionals. A contact list is provided in Appendix 3.
- There will be a staffed information point (initially at the School Office) to facilitate the exchange of accurate and relevant communication.
- Where multiple people need to be contacted with the same message a cascade system of telephone contacts is available in Appendix 4. This allows school staff to disseminate information quickly, without placing the burden of work on one person.
- A log of incoming and outgoing calls should be maintained to ensure that duplication is avoided.
- The Critical Incident Management Room will be set up in the Beech Barn Meeting Room as soon as is reasonably possible.

Travelling Team(s)

Off-Site Visit Critical Incidents may require support from a Travelling Team (TT) of appropriately experienced staff. It may be necessary to send teams to both the establishment and the location of the incident. The Critical Incident Plan allows for the formation and dispatch of these teams, which may have to travel abroad.

The role of the Travelling Team is to manage support for the Visit Leadership Team including:

- the needs of any injured members of the group.
- the needs of the uninjured.
- the support of relatives who may arrive at the locality, or need to be helped to travel there.
- the interface with other authorities, emergency services and the media.
- the provision of advice and guidance to the establishment and CIRT, so that coordinated support and care plans can be implemented.
- the support of the group when returning to their home base.
- investigating the causes of the incident and preparing a report on return. The Travelling Team may need to be dispatched swiftly. To enable this to happen, prior arrangements should be in place on a permanent basis, thus enabling the Travelling Team to incur and meet expenditure, as well as ensuring the availability of communications equipment.

Where possible travelling teams will consist as a minimum of one of the Gold Leads and sectional head or senior member of staff of the section affected.

School Closure

- Depending on the nature of the critical incident and its impact on the school it may be necessary to suspend the normal timetable for a period of time to permit an appropriate response.
- In very exceptional circumstances, such as a death on school premises, it may be necessary to close the school.

Critical Incidents during Weekends and School Holidays

The plan includes actions and responses required to respond to potential critical incidents that may impact on the school during weekends and school holidays. Staff members on weekend or holiday trips or activities must have the contact details of the Critical Incident Response Team (CIRT) members. CIRT members should be made aware that activities are taking place during these periods of time and responsibility for being 'on call' allocated to member(s) for the duration of the trip/activity. Where trips are taking place over an extended period of time a rota of 'on duty' for the CIRT should be drawn up prior to the trip departure.

6.0 Implementing the Critical Incident Management Plan

The Headmaster or CIRT Leader's decision will determine the response that will be implemented. The position can be reviewed as new information emerges.

1. The **Critical Incident Management Forms** at Appendix 1 and 2 provides a logical sequence of addressing the issues associated with a critical incident.
2. Key contacts should be informed of the incident that has taken place and keep them updated. These may include the emergency services, members of the school's Board of Governors and other relevant agencies who may have a role in providing support.

When implementing a Critical Incident Management Plan there are a number of immediate key tasks that need to be undertaken. The nature of the incident will determine an appropriate order for these tasks.

- **Establish a central communication point** - The school office will be the initial venue
- **Critical Incident Management Team to be established and briefed**
- **Initial Functional Leads in each area need to be briefed on the situation initially.**
- **Equip the Critical Incident Room with the required communication and IT support to manage the incident.**
- **Briefing Session for Staff**

Staff should be briefed with factual information on what has occurred, how the incident will be handled and how they can contribute to the school's response.

A formal staff briefing should take place as soon as possible after the circumstances of the incident are known with a time set for formal debriefing at the end of the school day.

Absent teachers should also be briefed on the situation.

This information should be delivered by the Headmaster or Gold Lead.

Staff should be kept updated on developments during the course of the day and this can be done during morning breaks and/or lunchtime using the staff room.

- **Maintain Normal School Routine**

Normal school routine should be maintained if possible. Sustaining the normal routine, with timetable flexibility to allow pupils and staff to access support from the School Counsellor and external agencies, will maintain a sense of continuity and stability for the whole school community.

In exceptional circumstances the Headmaster or Gold Lead may close the school.

- **Communicating the News to Pupils**

It is important to inform pupils of a critical incident as soon as possible however the information must be conveyed in a manner which is appropriate to the age of the children and taking into account the vulnerabilities of young children.

Teachers, briefed by the relevant Section Head, should make the announcement simultaneously, where possible, to ensure that pupils attending school hear about it at the same time.

- **Supporting Pupils**

It is important to have sufficient staff available to support the children who need additional help to cope with incident.

- **Pupils Absent from School**

Communication to absent pupils should be co-ordinated by the Communications Team.

- **Vulnerable Pupils**

Communication of information to vulnerable pupils should be carefully considered and delivered.

- **Informing Parents**

Communication with parents should be co-ordinated by the Communications Team.

Media Management

While schools are under no obligation to speak to the media, co-operation with the media can make the difference between accurate and inaccurate reporting. Agreed necessary procedures must be in place to deal with the media before a critical incident occurs. It is important that a structured approach to media management is developed to ensure a positive and supportive response from the media.

Pupils should also be advised about dealing with contact from or with the media. Pupils should also be encouraged to use discretion when commenting about the incident on social networking sites.

Establish Re-union Centre

Where it is deemed appropriate a re-union centre for each section of the school will be established as per the policy. Each area will be managed by the Sectional Head and other delegated members of staff. The process registering and dismissing pupils should be followed and recorded on the appropriate forms.

7.0 Post Incident Actions

Assisting Statutory Investigations

Schools need to be aware that a critical incident, in particular, the sudden death of a pupil can trigger an investigation that may involve a number of statutory agencies.

The sudden death of a pupil is an extremely difficult and emotionally charged time for all concerned. Schools should be aware that alongside a coroner's inquest there may be other officially established reviews or inquiries into the pupil's death and the circumstances surrounding it.

It is important that schools anticipate being asked to contribute information about the pupil to any such review or inquiry and ensure that all relevant records are secured. It is important to stress that the purpose of such reviews is not to inquire into how a child died or who is culpable. It is to learn from the experience on how best to protect children in the future and if there are ways of improving the practice of all professionals working with children particularly in relation to multi-disciplinary and inter-agency working.

Support for Pupils, Staff, Parents and the school community.

Significant support will be put into place to support those members of the school community who have suffered during the critical incident. School policy will help identify the most effective means of supporting the needs of the individuals.

Appendix 1 - Immediate Actions and Activating the CIMP

On receipt of an incident-related call

Upon receiving a report of an incident the receiver should reassure them that they will be supported, ensure that they record the best contact number and then establish the nature and severity of the situation.

They should record all contact details, information and activities undertaken into a log book.

They should confirm:

- The best contact number for visit leader
- That the emergency services have been called, if appropriate.
- What has happened?
- When?
- Where did it happen?
- Who is involved from the school community and what is their condition?
- Who is responding and how?
- What is now happening?
- Contact details for adults with other members of the party (e.g. hospital).
- Adults/pupils in all relevant locations.
- Any specific requests to support the school?
- Contact Information?
- A member of the Critical Incident Response Team should be contacted and given the information.

THEN...

Advise the caller that:

- A written log of all actions and conversations should be kept.
- The school Critical Incident Management Plan will be activated.
- Messages home by children should be guided by staff at the scene.
- Pupils should be prevented from using own mobile phones without permission of staff.
- Pupils should be prevented from using any Social Media (e.g. Facebook, Twitter etc).
- Anyone involved should be asked to prepare a short-written account of the incident (as they saw it happen).
- Advise that you **will phone back within the next 30 minutes.**

Critical Incident Management Plan (CIMP) Activation Procedure

Whilst every critical incident will be unique, once Gold Lead is briefed on the incident and the decision made to escalate to a critical incident the following actions should be taken where appropriate.

- Respond to any inevitable risk or threat ie evacuation or first aid
- Notify emergency services and other relevant authorities and agreed parties.
- WhatsApp Message to Critical Incident Management Team to meet with Gold Lead immediately.
- Silver Lead and Functional Leads to be in place and briefed on the situation and told to activate their part of the Critical Incident Management Plan
- Communications Lead briefed by Gold Lead on initial information from incident and instructed to prepare initial statements for press, parents, staff and pupils.
- Where required Functional Leads to cascade calls to their team to step them up and brief them on the incident.
- Agree school routine for the day and communicate to staff, pupils and parents
- Critical Incident room to be set up and dedicated phone lines activated
- Contact affected families with accurate and relevant information (It may that they are invited to school for support)
- Set up recovery / designated room for parents
- Assess initial impact of the critical incident on staff and pupils

Considerations for Emergency During a School Visit

In the event of a visit emergency the following may also be considered: Provide the Visit Leader with an update on:

- the current situation and the latest involvement (as appropriate) with local police, tour operator, mountain rescue, air ambulance
- any relevant telephone numbers
- (if relevant) the name of the Travelling Team staff being sent to the incident location and approximate time of arrival.
- Obtain from the trip leader their initial thoughts about returning the remainder of the party home, and if appropriate, what arrangements have been made for temporary accommodation.
- Re-emphasise the importance of managing the communication of information to parents by children.
- In conjunction with the Communications Team, advise the Visit Leader that they should avoid media interviews and that information should only be shared with the media through prepared statements and preferably through a second party.
- If children go to hospital, try to ensure a member of staff accompanies them. School should consider viability of sending a staff member.

Critical Incident - Initial Report

Date		Time	
Information Received From			
Contact Details			
Name of Person Informed			
Information Passed To			
Facts of incident received so far: brief description of the incident on (Date)			

Unconfirmed reports

Details of individuals known to be involved				
Name	Pupil/Staff/Public	Involvement	Known/Suspected Detail	Contact No.
IMMEDIATE ACTION				

Critical Incident Management Team Informed	
Name of Person	
Arrange Meeting of CIMT	

Immediate Actions Off Site

- Secure casualties and stabilize those injured.
- Allocate member(s) of staff to stay with the casualties
- Allocate member(s) of staff to be responsible for the remainder of the group
- Remove remainder of group from area and ensure they are looked secure.
- Contact Emergency Services
- Contact Critical Incident Management Team on WhatsApp
- Explain nature of incident
- Explain extent of injuries and number of casualties (no names)
- Explain action so far

Responsibilities

- Keep group together and move to a secure area away from incident
- Ascertain physical and mental state of pupils and staff – check for injuries
- Make contact with school for SITREP
- Provide appropriate support and re-assurance
- Make plans to return group to hotel
- Make notes of incident if able to do so.

When back at safe point/RVP

- Check welfare of staff and pupils
- Contact school for SITREP
- Contact CIMT member (details over the page) for SITREP and Advice
- Monitor, re-assess and review welfare plan for pupils
- Make plan for remainder of day for pupils
- Make plan for remainder of day for staff

Following Morning

- Contact school for SITREP
- Contact CIMT for SITREP and advice
- Communicate relevant information to group.

Appendix 2

Gold Command – Strategic Lead - Headmaster

The Gold Lead is ultimately responsible for determining the strategic objectives the Tactical (Silver) and Functional Leads should follow. The Gold Leader retains strategic oversight and overall command of the incident or operation.

Management Tasks:

- Resource allocation
- Communications
- Media management
- Resource retention and sustainability

Task Description

1. Assume Strategic Lead and set strategic objectives. Initial strategic objectives:
 - Preserve and protect lives
 - Ensure the health & safety of responders
 - Mitigate and minimise the impact of the incident
 - Inform the affected parents
2. Gain assurance from the Tactical (Silver) Leader that school policy has been followed for risk assessments and trip planning, as appropriate.
3. Commence personal log. Request immediate attendance of Strategic (Gold) Team.
4. With advice from the Strategic (Gold) Team confirm the strategy for the incident and ensure that this is disseminated to the Tactical (Silver) Leader. Ensure the strategy is documented within the log.
5. Ensure the strategy enables the Tactical (Silver) Leader to make justifiable decisions and implement tactical options that meet the overall strategy.
6. Ensure Chairman of Governors and Deputy Chair of Governors are briefed during the incident and establish a communications pathway. Prepare to deploy Travel Teams if appropriate
7. Consider the requirement to cease routine work under force majeure
8. Plan beyond the immediate response phase from recovering from the emergency to returning to or toward a state of new normality (consider implementation of business continuity plans.)
9. Confirm command structure is in place and communicate this to other agencies and internally.

10. Where anticipated, ensure there are longer-term resources and leader resilience.
11. Assure welfare arrangements are in place to identify and respond to any staff and pupil welfare needs arising as a result of the incident.
12. Ensure incident debriefs are arranged as necessary:
 - Hold initial debrief immediately for all available staff involved;
 - Internal debrief and associated action plan within two weeks/Inter-agency debrief as required.
13. Assist an early return to normality.

Appendix 3

List of Emergency Contacts

Name		Home Phone	Mobile	Email
Nick Baker	Headmaster		07827948194	nbaker@beaconschool.co.uk
Frank Muzika	Director of F&O		07876391628	fmuzika@beaconschool.co.uk
Simon Detre	Senior Deputy Head		07974351123	sdetre@beaconschool.co.uk
Charles Miller	Chair of Governors	01494 488105	07713784133	govcmiller@beaconschool.co.uk
Jane Rampin	Vice Chair of Governors		07771-946050	govjrampin@beaconschool.co.uk
Jim Sanderson	Facilities	01494 862824 01494 736159	07828162527 07498059585	facilitiesmanager@beaconschool.co.uk
Marie Papa	Registrar	01494 736165		mpapa@beaconschool.co.uk
Kathryn Grudgings	Head's PA	01494 814220	07931588199	headspa@beaconschool.co.uk
Nikki Olhausen	Deputy Head Academic			nolhausen@beaconschool.co.uk
Steve Miles	Deputy Head Pastoral		07595329309	smiles@beaconschool.co.uk
Edward Tenison	Head of US	01494 563684	07801490889	etenison@beaconschool.co.uk
Fiona Ensor	First Aid	01494 725714	07889072097	fensor@beaconschool.co.uk
Kerry Inch	Head of Marketing		07967218451	kinch@beaconschool.co.uk
Tim Toulmin	Alder Media	020 7692 5675 (8am – 7pm)		07803597373 (7pm – 8am)

Emergency Services			
Local Police	101		
Local Fire	01296744400	Communication and Media	01296744443
Local Hospital		Amersham (No A&E)	01494434411
Stoke Mandeville	01296315000	A&E	01296315664
High Wycombe (No A&E but Urgent Care Centre)	01296 315000		

Local Doctors Surgeries	Rectory Meadow Surgery	01494434344	Amersham Health Centre	01494727711
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Appendix 4

Silver Command - Tactical Lead – DH Pastoral

Responsibilities

- To take manage the on-going response to the critical incident.
- To draw up an action plan for the specific incident in line with Gold's direction.
- To develop and maintain a consolidated information picture of the critical incident.
- To delegate responsibilities and give task sheets to the chosen person.
- To provide a flexible response, based on the strategic direction from Gold.
- To appoint a secretary who will keep a comprehensive incident log.
- In consultation with the Communications Team, ensure the release of information to students, staff, parents, general enquiries and the media is coherent.
- To establish a critical incident team meeting place, close to the Critical Incident Management Room.

Actions

- Assess the ongoing danger and take necessary action
- Establish CIIMT and Allocate Roles to Staff Members
- Establish a central information point
- Alert Travelling Teams where necessary
- Set up dedicated phone line
- Inform key people and seek support /link with other relevant agencies (Chair and Vice Chair of Governors)
- Brief all staff
- Team working and practical arrangements
- Advice on how to inform and support pupils
- Organise cover for lessons
- Organise support for staff
- Identify vulnerable staff
- Set up Recovery Room
- Inform absent staff
- Set time for debrief at end of day
- Liaise with Pupil Welfare Lead re information for pupils
- Identify vulnerable pupils
- Inform absent pupils
- Debrief staff at end of day session

Contact with Media

- Consult with Communications Officer
- All statements should be assigned to Designated Spokesperson
- Use prepared statement if in contact with Media

- Use measured tone
- Emphasise school pastoral care support as appropriate

Appendix 5

Critical Incident Communication Plan – Senior Deputy Head

- The nominated Communications Officer will immediately confer with the CIMT Team Leader to receive initial incident briefing and call together required administrative personnel dependent of incident level.
- A brief initial incident response will immediately be formulated and announced internally to staff, governors. If deemed appropriate, a holding message will be placed on the school's helpdesk phone number prior to phone pick-up for external callers.
- A media briefing and communications venue will be established, and nominated personnel will be set up on designated phone lines and provided with the initial statement and a call/comms log to fill in.
- A full statement and timetable for release will be drafted for approval by the CIMT Team Leader, with appropriate language for the following constituent groups:
 - Pupils
 - Parents
 - Staff
 - Governors
 - Press & Wider Community
- A designated media-trained spokesperson will be nominated for external-facing enquiries.
- Speaking points will be prepared and given to the key spokesperson for approval.
- The media will then be notified of any statement and related press briefing, either by phone, fax or in person if deemed necessary by the nominated spokesperson.
- External interest in the incident will be monitored digitally and in person by the Communications Officer and designated communications personnel via the call/comms logs.
- The Communications Officer will confer with the CIMT Team Leader at regular intervals to establish any statement updates and additional media releases.

Appendix 6

Communications Team Leader – Senior Deputy Head

Responsibilities

- Early establishment of central media point.
- Prepare communications to key stakeholders.
- To liaise with and cooperate with the media and to answer their queries, as appropriate.
- To provide press statements.
- To liaise with emergency services including the Police Press Officer and other emergency services over the setting up of a Media Centre.
- To provide basic information about the school - refer to separate sheets in file.
- Prepare Gold Lead for press interviews.
- To respond to directions from the Silver Lead

Initial actions – Stage 1

- Draft a formal incident statement based on factual information from Critical Incident Initial Report Form
- Brief Designated Spokesperson
- Agree statement with CIMT leader and prepare amended versions for segmented audience groups: parents, staff, governors, pupils, press and wider community
- Establish Comms Centre in designated area and announce additional phone lines for enquiries
- Brief front of house staff with communications protocol.
- Set up Comms Team in Beech Barn Meeting Room to maintain normal routines and timetables
- Brief site security staff to monitor potential press visitors on site boundary
- **Outside term time:** set up communications base in accessible secure area and arrange for administrative support to manage potential enquiries if required.

Initial actions – Stage 2

- Supervise call log and visitors log of enquiries received
- Ensure agreed format for statement is kept up to date as incident evolves
- Ensure all stakeholders are informed of incident and given contact for further enquiries
- Monitor site visitors for potential press personnel
- Supervise arrangements for managing visitors
- Report on external interest of incident to be provided.
- Response to external interest to be generated

Initial actions - Stage 3 (following close of incident)

- Meet with CIMT leader and prepare additional statements as necessary
- Disseminate updated statements to stakeholders and media as necessary
- Monitor digital/call incident presence and report back to CIMT leader

Long term actions – Stage 4

- Monitor press coverage and brief staff on their required response when communicating with external agencies.

Initial Actions	
Comms Officer (CO) to be briefed by CIMT lead	
Additional Initial Actions – term time	
Additional Initial Actions – outside normal school hours	

Stage 2 – once Critical Incident is established	

CASCADE TELEPHONE SYSTEM		
Team	Communications Team	
Team Leader	Mobile	Landline
Simon Detre		
Team Members	Mobile	Landline
Kerry Inch	07967218451	01494736172
Kate Sarahs	07817 623005	01494433654
External Contact	Number	Timings
Alder Media *	02076925675	8am - 7pm
(Tim Toulmin)	07803597373	7pm - 8am

Appendix 7

Pupil Welfare Lead Check List – Sectional Heads

Responsibilities

- To ascertain the nature of the Critical Incident from the CIMT.
- To make sure all pupils are accounted for.
- To put together a plan to safeguard the welfare of the pupils in the school.
- To brief and enlist the help of staff to manage the plan.
- To liaise with pupils to ensure that immediate reassurance and support is given for anyone who is distressed.
- To ensure that parents do not take students away, unless directed to do so.
- To respond to directions from the person in charge of the Critical Incident Management Team.

Initial actions

- Secure immediate safety of pupils and staff – evacuate or lockdown instructions
- Establish location of all pupils and staff – make a list of those unaccounted for.
- Delegate responsibility to establish whereabouts of unaccounted pupils and staff.
- Establish Reunion Centre (if required)
- Allocate and brief staff to run Reunion Centre
- Liaise with Communications Team re information for staff and pupil briefing
- Brief section staff
- Brief section pupils
- Identify pupils and staff who are in need of additional support and liaise with School Counsellor
- Make arrangements for handover of pupils to parents/guardians
- Liaise with CIMT and Communication Team to ensure consistent and accurate information is conveyed to parents at pick up

CASCADE TELEPHONE SYSTEM		
Team	Pupil Welfare	
Team Leaders	Mobile	Landline
Jemima Elcomb (LS)	07766297417	
Hannah Macdonald (MS)	07745 632348	
Josh Porter (US)	07748808081	
Ed Tenison (AH - EC)	07801490889	
Lucy Gordon (PP)	07841164639	01844 354689
Staff Member	Mobile	Landline
Claire Sharp (EYFS)	07958389399	01494260087
Trevor Powell (MS)	07912093048	
Wendy Phillips (LS)	07912100722	

Appendix 8

Staff Welfare Lead Check List – Head of HR

Responsibilities

- To ascertain the nature of the Critical Incident from the CIMT.
- To make sure all staff are accounted for.
- To identify the extent of staff injuries on trip
- To put together a plan with Communications team to relay information to staff families.
- To put together a plan to address any additional concerns raised
- To brief and enlist the help of staff to manage the plan.
- To liaise with staff to ensure that immediate reassurance and support is given for anyone who is distressed.
- To respond to directions from the person in charge of the Critical Incident Management Team.

Staff Welfare Lead (Section Head) Check List

Initial actions to be taken	
Secure immediate safety of staff – evacuate or lockdown instructions	
Establish location of all staff – make a list of those unaccounted for.	
Delegate responsibility to establish whereabouts of unaccounted staff.	
Liaise with Communications Team re information for staff briefing	
Brief Staff	
Identify staff who are in need of additional support and liaise with Counsellor.	
Make arrangements for staff who need to go home.	
Work with Section head to establish Staff Rota to ensure that they have regular breaks.	
Liaise with CIMT and Comms team to ensure consistent and accurate information is conveyed to parents at pick up.	

CASCADE TELEPHONE SYSTEM		
Team	Staff Welfare	
Team Leader	Mobile	Landline
Gail Gamble	07710368954	
Team Members	Mobile	Landline
Nilima Karkera		

Appendix 9

Parent Liaison Lead Check List – Head's PA

Responsibilities

- To ascertain the nature of the Critical Incident from the CIMT.
- To ascertain the name of any pupils involved in the incident and the extent of injuries.
- To put together a plan to contact and communicate with parents of injured pupils.
- To brief and enlist the help of staff to manage the plan.
- To liaise with pupils to ensure that immediate reassurance and support is given for anyone who is distressed.
- To ensure that parents do not take students away, unless directed to do so.
- To respond to directions from the person in charge of the Critical Incident Management Team.

Parent Liaison Check List

Initial actions to be taken	
Secure immediate safety of pupils and staff – evacuate or lockdown instructions	
Establish location of all pupils and staff – make a list of those unaccounted for.	
Delegate responsibility to establish whereabouts of unaccounted pupils and staff.	
Establish Reunion Centre (if required)	
Allocate and brief staff to run Reunion Centre	
Liaise with Communications team re information for staff and pupil briefing	
Brief Staff	
Brief Pupils – consider best way to convey information.	
Identify pupils and staff who are in need of additional support and liaise with Counsellor.	
Make arrangements for handover of pupils to parents/guardians.	
Establish Staff Rota to ensure that they have regular breaks.	
Liaise with CIMT and Comms team to ensure consistent and accurate information is conveyed to parents at pick up.	

CASCADE TELEPHONE SYSTEM

Team	Parent Liaison Team	
Team Leader	Mobile	Landline
Team Members	Mobile	Landline
Kathryn Grudgings	07931588199	

Appendix 10

Site Security and Business Continuation Lead – Estates Manager

Responsibilities

- Secure the Perimeter of the Site
- Open the appropriate parts of the school upon instruction from CIMT
- To respond to directions from the Silver Command
- Ensure the business continuity by supporting Functional leads.

<u>Meet with CIMT Leader for Initial Report and Requirements</u>	
Lockdown all external gates	
Deploy Staff to monitor entrances to school and direct visitors to main reception via front door of school house.	
Man Car Parks to keep entrances clear for emergency vehicles.	
<u>Additional Actions – Out of normal school hours</u>	
Rapid response to open school	
<u>Stage 2 – Once established</u>	
Patrol surrounding streets to ensure roads are clear.	
Arrange catering for	
Pupils and Staff	
Parents	
Visitors	
Compile grounds staff rota for extended incident.	
Prepare rooms on site as required.	
Meet with CIMT leader for update	
Meet with CO for update on information to be communicated by Estates Team	
Communicate statement to Estates team	
Call to cancel external lettings if required.	
Review access controls and timings.	

CASCADE TELEPHONE SYSTEM		
Team	Grounds and Business Continuation	
Team Leader	Mobile	Landline
Jim Sanderson	07828162527	01494 736159 01494 862824
Team Members	Mobile	Landline
Daniel Sanderson	07525160464	
Jonny Martin	07791177335	
Staff Member	Mobile	Landline
External Contact	Mobile	Landline
Wilson Vale (Jake Herreros)	07471354231	01530 563100
Ridgecrest Cleaning (Adam)	07703787340	01707256666

Appendix 11

IT and Network Management – Network Manager

Responsibilities

- Establish Communications Systems to manage Critical Incident including dedicated telephone lines and email addresses.
- Set up Critical Incident Management Centre and Communications Centre
- Assist CIMT during event to manage incident and store information.
- To respond to directions from the Silver Command

<u>IT/Network Plan Checklist</u>	
<u>Initial Actions</u>	
Meet with CIMT Gold Leader for initial report and requirements	
Implement INITIAL systems requirements - External call re-routing/messages etc... - Aliro Lockdown	
Check systems initial status - Power - Telecoms - Internet Connectivity - Network status	
Activate key personnel	
Prepare Comms Room - Primary Location: IT1 - Secondary Location: Beech Barn - Offsite Location:	
Check systems functional status in Comms Room - Power - Telecoms - Internet Connectivity - Network status	
Establish rota for manning systems	
Implement PRIMARY systems requirements - External call re-routing/messages etc...	
Man systems / Aliro etc...	

CASCADE TELEPHONE SYSTEM		
Team	IT Networks & Support	
Team Leader	Mobile	Landline
Lee Dowling	07904 386287	N/A
Team Members	Mobile	Landline
Shujah Ghauri	07367 118984	N/A
Staff Member	Mobile	Landline
External Contact	Mobile	Landline

Appendix 12

Templates

Class Register, Contact Details and Handover Permissions Template

Pupils, Parents & Staff requiring Directed Support, Information or Assistance

Name	Need	Action	Staff Responsible

Reunion Centre Staff Duty Rota

Time (30 Minute blocks)	On Handover Desk	On Break	On Pupil Supervision	Other

Support for Pupils and Staff During Critical Incident (School Counsellor)	
Action	Completed by
Create list of pupils requiring support	
Create List of staff requiring support	
Determine level of support required and develop plans for care.	
Provide general information and resources for staff to support pupils.	
Mobilize any additional counselling support staff.	

Outgoing Call Log

Incoming Call Log

CASCADE TELEPHONE SYSTEM		
Team		
Team Leader	Mobile	Landline
Team Members	Mobile	Landline
Staff Member	Mobile	Landline
External Contact	Mobile	Staff