

De La Salle College



Crisis Management Policy

Compiled by: The Head Master	Date: July 2014
Policy Holder: Mr J Turner	Revision date: July 2018

Crisis Management Policy
(Senior, Prep and Early Years Foundation Stage)

Our Vision

To be a school that lives the Gospel values, promotes the dignity of every individual and is committed to excellence.

Mission Statement

We are a Catholic School where every student, regardless of his individual faith:

- is valued
- is a member of a thriving, happy community
- is helped to achieve her personal best
- is given a wide range of opportunities to develop her talents
- is prepared for the challenges of adult life
- is helped to understand and fulfil her responsibilities to self, family and society

INTRODUCTION

Disasters come in many shapes and sizes. They range from the crisis caused by fire or flood to the less visible, but just as real, damage created by a serious accident, a scandal or a fraud. The enormous benefits which sophisticated communications systems and ICT bring to administration render them all the more vulnerable to failures in these systems.

No-one wants to contemplate the disaster scenario, yet every year several schools experience catastrophic events and have to make immediate and effective responses if they are to survive. The odds of survival as a fully functioning school are improved enormously if there are contingency plans, if everyone knows what is expected of them, and if there is an effective public relations policy.

No plan can anticipate every form of crisis which might occur. But there are features which are common to many incidents, so the purpose of this plan is to give those who are faced with a crisis some basis for action. It provides a framework, and points to the preliminary work which can ease the strain of managing a crisis if it happens.

Do not wait until the crisis happens to look at this plan – you will not have time then. All staff should read it now and re-read it at regular intervals.

The following staff should keep a copy of the plan **off-site**, eg at home:

Head Master

Bursar

Head of Primary

Vice Head Master (Secondary)

Members of the Senior Management Team

Copies will also be held in the Bursar's Office and in the Head's office, as well as being in the Policies folder on the Staff drive. Site plans are available in the Bursar's Office, and copies are placed next to the fire alarm panel in the main reception area.

KEEPING THE PLAN UP TO DATE

This plan will be reviewed annually at the start of the autumn term when most changes take place. The covering sheet will be dated for currency.

PART 1

PREPARATION

THE IMPORTANCE OF PREPARATION

Good planning can reduce the likelihood of a catastrophic event occurring in the first place, or if it does occur, can mitigate the seriousness of its effects. Planning is also a vital part of recovery, since without adequate records the School cannot re-establish its business.

PLANNING TO REDUCE THE RISK

The following procedures should reduce the level of risk in the case of disasters which threaten the physical structure of the school:

ACTION	WHOSE RESPONSIBILITY?
Fire safety checks carried out at regular intervals	Mr D Sharrock
Staff are instructed in the use of fire extinguishers	Mr D Sharrock
Extinguishing appliances inspected regularly	Mr D Sharrock
Emergency evacuation procedures practised	Mr T Croke (Sec)& Mr J Bell (Primary)
Fire doors are kept closed, except where fitted with approved hold-backs	Mr N Roualt (Secondary) Mr J Bell (Primary) Maintenance staff
Boilers and pipes are inspected regularly for potential leaks	Mr D Sharrock
All departments which deal with potentially hazardous substances (Science, maintenance) equipment and practices (PE, Art) carry out annual risk assessment reviews.	Mr D Sharrock/Mr N Conoops (Ms K McCabe)/Mr M Blanchard/Mr P Livesey (Mr P Rodgers)/Mr G Parslow (Mr N Roualt) Mr G Coutanche (Mr J Bell)/Catering Manager
Teachers responsible for special events (eg socials, trips, plays, etc) complete a risk assessment which is approved by Mr D Sharrock	Mr D Sharrock

PLANNING TO MITIGATE THE DAMAGE

The vital thing to remember in any disaster is **DO NOT PANIC**. Think carefully about what is happening and take firm decisive action. Knee jerk reactions will only create more mayhem. It is important to know exactly who is on site in the event of a disaster, particularly

a fire, so that the emergency services can focus their rescue activities. The following precautions will enable the Head Master and Bursar to fulfil their roles and provide the emergency services with appropriate information:

ACTION	WHOSE RESPONSIBILITY?
Register of pupils attending each day to be recorded on CMIS at 9.00am (whole school), 1.00pm (Primary), 1.45pm (Seniors)	Head Master – delegated to the Assistant Head(Pastoral), Head of Sixth Form, Head of Primary and Heads of KS 3 and 4
List of all pupils to be kept on CMIS and updated each term	Head Master – delegated to the Office Manager
List of all parents' contact details to be kept on Engage and updated each term	Head Master – delegated to the Office Manager
List of all teachers, with telephone numbers, to be kept on Engage and updated each term	Head master – delegated to the Office Manage
Plans of school site to show the location of fire hydrants and shut off valves for water, gas and electricity	Mr D Sharrock

PLANNING FOR RECOVERY

The following procedures will make recovery faster and more straightforward:

ACTION	WHOSE RESPONSIBILITY?
Back-up tapes of IT servers to be kept off site (we are investigating the possibly backing up on a remote server off site)	Mr D Townsend and Mr J McCarthy
Each academic department to keep an inventory of books and equipment	Heads of Department (Seniors)/Class Teachers (Primary)
Copies of vital academic data to be kept electronically on server and off site	Head Master – delegated to the Mr D Townsend and Mr J McCarthy
Business critical documents (eg insurance policies) to be held in a fireproof safe	Bursar

ACTIVITIES OFF SITE

An injury, accident or other incident which takes place off site whilst pupils are in the care of the School can also have serious repercussions for the reputation of the School. In order to minimise the risk, a risk assessment form should be completed for every trip and approved by the Educational Visits Coordinator (Mr D Sharrock).

Instructions are to be reviewed annually by Mr D Sharrock and Mr M White who updates the Staff Handbook.

PART II

PROPERTY DISASTERS

DEALING WITH THE INCIDENT

It is impossible to anticipate the proper response to every possible incident or disaster. However, certain principles apply in most crises:

- Clear leadership is needed.
- All involved must know who is in charge, and follow that person's instructions.
- Debate may delay an urgently needed response. In a crisis, firm decision-making is more important than assessing all the options and consulting about them.
- Saving human life and health is more important than preserving property or reputation.
- Heroic gestures should not be encouraged or supported; leave dangerous situations to the professionals.

There will usually be a typical pattern. This will be along the following lines:

DISASTER OCCURS

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INITIAL RESPONSE

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EMERGENCY ACTION

↓

RECOVERY

↓

BUSINESS AS USUAL

INITIAL RESPONSE

On discovering an emergency situation, all members of staff should understand that they have authority to call the police, fire service or ambulance service without requiring authorisation. It is then the responsibility of the person who made the call to await the arrival of the emergency service and direct them to the location of the problem. That person should also contact the Head Master or Bursar.

PHASES OF THE RESPONSE

The incident can thereafter be divided into three separate phases:

- (i) The emergency phase, when the important actions are directed towards saving people and minimising damage to property.
- (ii) The recovery phase, when the emphasis is on information management, restoring order, making emergency arrangements and salvage.
- (iii) The return to "business as usual", or as near to that as can be achieved.

(i) EMERGENCY PHASE

Management

The Head Master will make decisions, which affect pupils and teaching staff, and the Bursar will direct matters, which relate to buildings, finance, personnel and insurance. In the event that either is off-site or away, their nominated deputy will carry out the necessary actions. The aim of the decisions will be to bring order, do whatever is needed to ensure the safety of those involved and, where possible, take steps to limit any damage. The Head Master and Bursar will co-opt other staff as required.

Base

The Head Master and Bursar should be based as close to the emergency as possible. If in any doubt, the two respective offices will be used.

Communications

A list of useful home numbers and mobile phone numbers of key staff is attached at Appendix F.

Immediate responsibilities during the emergency phase:

ACTION	WHOSE RESPONSIBILITY?
Ensure that emergency services have been called – if this is appropriate	Whoever discovers the disaster should do this
Evacuate buildings if appropriate	By activation of the Fire Alarm
Immobilise Utilities if necessary	The Caretaker or Mr D Sharrock
Liaise with emergency services – ensure that site plans are made available	Mr D Sharrock
In the event of an evacuation take a roll call of all personnel	Vice Head/Head of Primary/Administrative Assistants
Call in additional staff to undertake recovery phase	Head Master/Bursar/Vice Head/Head of Primary/most senior person present
Decide the next step – possible school closure or sealing off an area	Head Master, in consultation with emergency services and Chair of Governors
Evacuate school premises if necessary	Head Master/most senior person present to contact ESC to arrange for emergency use of their Hall
Ensure everyone remains accounted for	Head Master/most senior person present
Keep people who are not required off site	Bursar/Mr D Sharrock in consultation with emergency services. Arrange transport if necessary.

(ii) RECOVERY MANAGEMENT

The Head Master and Bursar will implement the staffing required, both internal and external, having obtained approval from the Governors if appropriate.

The responsibilities of the Head Master and Bursar during the recovery phase:

Inform Chair of Governors immediately, and other Governors in due course	Head Master/Bursar	
Prepare a summary of what has happened	Head Master or Bursar (circumstances will decide who)	This will need frequent review and revision
Maintain a Log of events and communications	Initially Bursar and the Bursar's Assistant	It is important to maintain a track of what has taken place, and brief details of telephone calls
Retrieve data on parent and staff contact numbers	Administrative Assistants	
Identify immediate needs	Mr D Sharrock	This could include a wide range of items: Food Electricity Heating Light
Have a prepared statement for the press	Head Master	
Advise the media, also using the School website, if the school is closed	Head Master	
Contact Insurance Agent	Bursar	
Contact Services and Suppliers	Mr D Sharrock	
Contact Staff and Parents	Administrative Assistants/ Ms Karen Wall under instruction from Head Master	All members of SMT
Start to identify the next steps	Head Master and Bursar to liaise on this	What will be needed for the next 48 hours? This activity should only commence when all pupils and staff are safe and well supervised

Guidance on communications with the media is in Appendix A.

Guidance on other communications is at Appendix B.

At this stage, the Team should take care to avoid making irrecoverable decisions. This is the point where consultation may start to pay dividends.

Plan for the first 24 hours after disaster

It is helpful now to start building a plan and to communicate this to those who will either action the plan or be affected by it.

(iii) BUSINESS AS USUAL

If the important data has been stored off site, as suggested in this plan, work can start to reinstate normal functioning, provided that there has not been excessive damage to the school premises. If pupils will have to experience a significant reduction in the quality of classroom accommodation and facilities it may be necessary to consider reducing fees to maintain parent loyalty. This matter should be fully discussed by the Board of Governors before any decision is taken or any suggestion made to parents. The School Insurers should also be consulted in order to identify precisely the terms of any Business Interruption Cover. The Governors will also need to consider longer-term issues, such as the difficulty of marketing the school, which could reduce pupil numbers over a long period into the future.

If excessive damage has been done to the school premises, then arrangements should be made for staff to leave work for pupils which parents will be able to access via the parent portal (once Engage has activated the pupil portal, it will be the preferred route for disseminating work). Staff can access their emails and their folders remotely so should check every day to ensure that emails from parents re pupils work is dealt with speedily.

PART III

OTHER CRISES

Incidents which do not threaten the School's physical property can come in many forms, examples of which are listed below:

- Serious accident to a pupil or teacher on or off site.
- Outbreak of serious infectious disease
- Criminal offence (or alleged offence) by a pupil or teacher.
- Inappropriate relationship between pupil and member of staff.
- Fraud or impropriety on the part of staff
- Death or suicide of a pupil or teacher.

Many other potential crises can be imagined. In these situations there may not be a need to call the emergency services, but speed and clarity of response can reduce the damage done to the School's reputation and morale. It is just as important to manage each critical incident.

DEALING WITH THE INCIDENT

The following tasks form a template for immediate action, although responsibilities may vary depending on the location of the incident: whether it has taken place in or out of school; in the United Kingdom or overseas; in school time or holidays.

ACTION	WHOSE RESPONSIBILITY?
If incident at school – ensure appropriate action taken to make all children and staff safe and involve first aider if appropriate	Staff on duty must immediately report to the Head Master
Inform Chairman of Governors	Head Master
Inform/call in to School all appropriate staff (pastoral and teaching) and parents if necessary	Head Master
Liaise with emergency services as appropriate	First person involved
Retrieve contact numbers for staff/parents	Administrative Assistants at the request of the Head Master
Inform staff and parents as appropriate	Head Master
Meet relevant parents, if appropriate	Head Master
Inform pupils, if necessary and as appropriate	Head Master or designated teachers

Liaise with the media (prepared statement)	Head Master who may delegate to the Vice Head/Head of Primary
Visit site of disaster	Head Master
Ensure School continues to function as normally as possible	Teachers, under direction of Head master
Consider use of counsellors for those affected by the disaster including members of the team, staff and children	Head Master in consultation with the Catholic Children's Society School counselling Service and Chair of Governors
Maintain a log of phone calls	Administrative Assistants

An incident involving injury or death to pupils will require the most careful and sensitive treatment. Once it is clear that nobody else is in immediate danger, it is important to think carefully about the communication strategy; statements, once made, cannot be retracted. The guidance in Appendices A and B holds good, and it is worth emphasising again the importance of sensitivity in dealing with relatives, friends and colleagues of those most affected by the crisis. The next of kin should always be given information before it is made available to the media; careful thought should be given as to who will speak to the relatives and whether it should be done in person, rather than over the telephone.

In the case of alleged criminal activity, scandal or impropriety, an important aspect of managing the situation may involve protecting the individual(s) concerned so that they can be dealt with, if appropriate, through the due process of law. This may mean helping them to leave the premises and move to a suitable 'safe house'. The individual must be presumed innocent until found guilty by the legal process, so it is important that nothing is said or done which could interfere with his/her right to a fair trial; however, this does not mean that life must carry on as though the allegations had not been made, and it may well be necessary to reach an agreement with the person concerned that they will stay away from the School and/or not approach staff or pupils while events unfold.

APPENDIX A

HANDLING THE MEDIA

When a disaster occurs, one of the most critical factors in making a successful recovery may be the way that public relations are handled. This is even more vital when the crisis takes the form of an accident or a scandal relating to staff or pupils, when the press can be expected to be highly intrusive and merciless in their investigations. Saying the wrong thing can have significant repercussions. There are certain principles which apply in all cases:

- Staff should be told not to speak to the press themselves, but to refer the query to the Head Master or the Bursar. Nobody else should speak to the press except the Head Master.
- The Head master and Bursar should have an agreed line for the press, and should not deviate from that line. The briefing notes should take account of the following:
 - Questions about normal policies should be anticipated
 - Do not get drawn into answering hypothetical questions
 - Do not admit liability
 - Do not attribute blame
 - Do not identify any individuals involved until their next of kin have been informed
 - Do not attribute views to other individuals or organisations
 - Only use facts which are absolutely certain, and avoid unnecessary detail
 - Never comment "off the record"
 - If giving a TV interview or posing for a press photograph, consider the background of any location shots – do not stand in front of the disaster scene.
- A press statement should be cleared with the Chairman of the Governors and issued as quickly as possible. Routine enquiries should be answered by reference to the statement.
- The press statement should be reviewed at least once every day, and revised and re-issued as required.
- Press should not be allowed on the premises, except by invitation.
- Where appropriate and if possible, pupils should be asked not to speak to the press, and to report to the Head Master any incidents where they have been approached.
- Staff should be aware that members of the press will sometimes pretend to be an old girl, a governor or a parent. They should treat all enquiries with extreme caution.
- It is vital that any information given to the press tallies in factual content and approach with the line that has been given to parents and pupils. Any discrepancies will be quickly revealed and will reflect badly on the School's management.

Media contact numbers

Channel 10301534 888103

Radio Jersey.....01534 870000

Jersey Evening Post01534611611

APPENDIX B

GUIDANCE FOR STAFF HANDLING TELEPHONE CALLS

- Give your name if it is requested
- Keep calm and listen carefully to the caller
- Show that you understand their concerns and want to help them, but say nothing that you have not been authorised to do by the Headmaster
- Reassure the caller that the situation is under control
- Do not in any circumstances admit liability or fault
- Never criticise the School, any of its staff, or the way the crisis is being handled
- Do not give out personal details relating to individuals without the authority of a senior manager
- Never say anything "off the record" or "in confidence"
- Do not become impatient or lose your temper
- Refer all queries to the Head Master or the Bursar.
- Only promise to call back if you are certain that you can do so
- If a journalist or reporter calls, refer them to the press statement
- Be aware that journalists can masquerade as parents, old boys or governors. Be very wary of intrusive questions and, if in doubt, say you will call back. Check the number they give, or ask for other details (eg confirmation of address) before providing information
- Make a brief note of each call, logging the time, who called and what information was given.

APPENDIX C

EMERGENCY TELEPHONE NUMBERS

List of Governors' email addresses and telephone numbers.....	Appendix E
Fire.....	999
Police.....	999
Ambulance.....	999
European Insurance Brokers – (Gordon Harris).....	01534 833789
Solicitors-(Collas Crill- Advocate Nuno Santos-Costa).....	01534 601700

APPENDIX D

Reporting the incident to Insurers

When notifying Insurers, it would be helpful to have the following details immediately available:

Note pre-prepared answers against each item below before calling

- The exact location of the incident
- The time and date of the incident
- Brief details of the circumstances of the incident
- The extent of damage (best estimate including consequential losses)
- The present situation (eg attendance of emergency services/emergency repairs already in hand)
- The name and telephone number of the person they are to contact on site.

Name of contact at insurance broker - Account Manager = Gordon Harris 01534 833789

When called? Date _____ Time _____

Agreed actions _____

Signed:.....
....

Date:.....
...

APPENDIX E

LIST OF GOVERNORS' ADDRESSES AND TELEPHONE NUMBERS

<p>GOVERNORS</p> <p><u>Vice Chairman</u> Advocate N M Santos-Costa</p> <p>E-mail: n.santos-costa@dls-jersey.co.uk</p>	<p>GOVERNORS</p> <p><u>Chairman</u> Mr Steven Meiklejohn</p> <p>E-mail: s.meiklejohn@dls-jersey.co.uk</p>	<p>COLLEGE STAFF</p> <p><u>College Headmaster</u> Mr J Turner</p> <p>E-mail: j.turner@dls-jersey.co.uk</p>
<p>Mr Michael Cutland</p> <p>E-mail: m.cutland@dls-jersey.co.uk</p>	<p>Mr M Emmanuel</p> <p>E-mail: m.emmanuel@dls-jersey.co.uk</p>	<p><u>Primary School Headmaster</u> Mr Gary Coutanche</p> <p>E-mail: g.coutanche@dls-jersey.co.uk</p>
<p>Mrs D Minihane MBE</p> <p>E-mail: d.minihane@dls-jersey.co.uk</p>	<p>Mr Nigel Sweeny</p> <p>E-mail: n.sweeny@dls-jersey.co.uk</p>	<p><u>Primary School Staff Governor</u> Mrs Leesa Sale</p> <p>E-mail : l.sale@dls-jersey.co.uk</p>
<p>Deacon Iain MacFirbhisigh Iain MacFirbhisigh (Rev)</p> <p>E-Mail: I.macfirbhisigh@dls-jersey.co.uk</p>	<p>Brother Laurence Hughes Brother Provincial</p> <p>E-mail: l.hughes@dls-jersey.co.uk</p>	<p>COLLEGE STAFF</p> <p><u>Bursar</u> Mr Andrew Videgrain</p> <p>E-mail: a.videgrain@dls-jersey.co.uk</p>
<p>GOVERNORS Mr G Zambon</p> <p>E-mail : g.zambon@dls-jersey.co.uk</p>	<p>Parent Governor : Mrs C Washington</p> <p>E-mail : c.washington@dls-jersey.co.uk</p>	<p>Secondary School Staff Governor Mr Paul Livesey</p> <p>E-mail: p.livesey@dls-jersey.co.uk</p>
		<p><u>Clerk</u> Karen Wall c/o De La Salle College Wellington Rd St Saviour JE2 7TH Tel: 754100 E-mail: k.wall@dls-jersey.co.uk</p>

Solicitors

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JE1 4XD

+44 (0) 1534 601700

jersey@collascrill.com

Advocate- Nuno Santos-Costa

APPENDIX F**KEY STAFF TELEPHONE NUMBERS**

	Mobile
Head Master (Jason Turner)	07797739084
Bursar (Andrew Videgrain)	07797730322
Head Master De La Salle Primary School (Gary Coutanche)	07797822297
Vive-Head Master (Kevin McGinty)	07797712548
Assistant Head Master-Administration (Justin McCarthy)	07797796069
Assistant Head Master-Safeguarding and H & S (David Sharrock)	07797886734