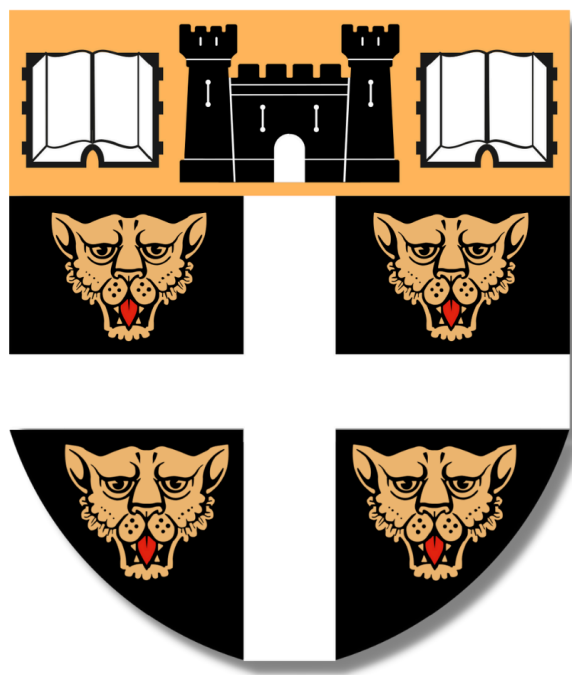


Critical Incident Plan

Dover College



Owner:	SD	Date: June 2025
Approved By:	CS-M	Date: August 2025
Review Frequency	3 Yearly	
Last reviewed on:	June 2025	
Next review due by:	June 2028	

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B - Organisation of the IMC

C - College Contact Details

D - Relative Enquiries Guidelines

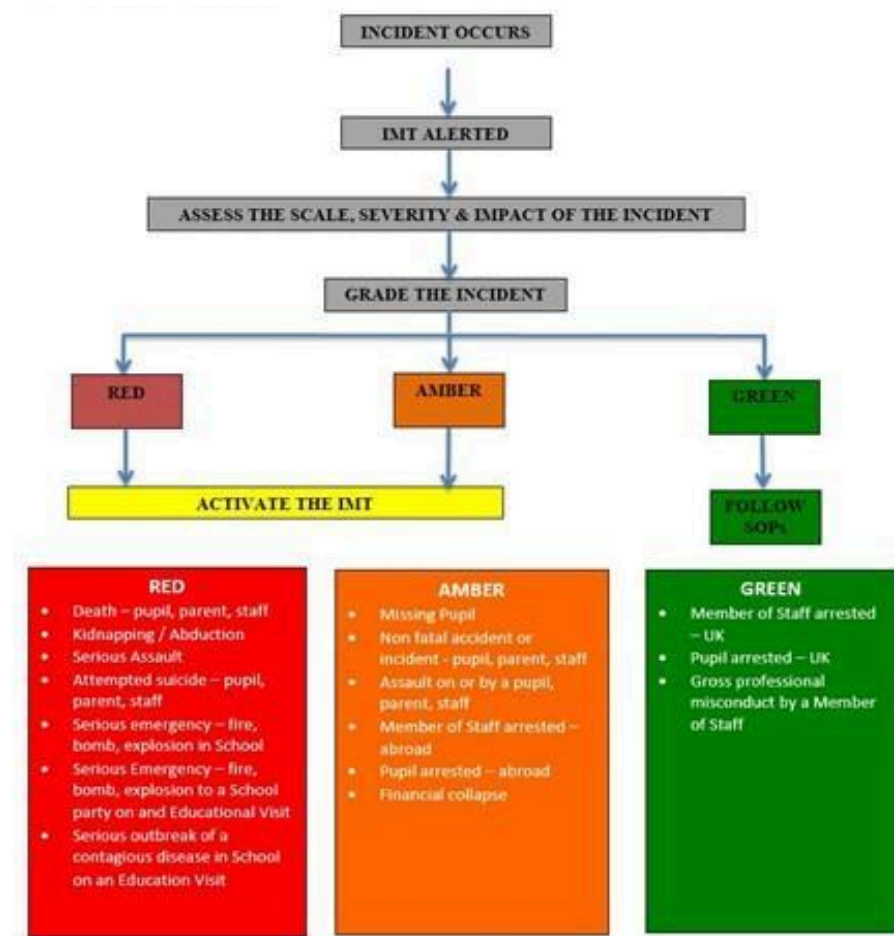
E - Actions in the event of an emergency on a School Trip

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Activation Process



List of Related Documents:

External

[Emergency planning and response for education, childcare, and children's social care settings](#)
[Community Risk Register](#)
[Kent Resilience Forum](#)
[Centre for Protection of National Infrastructure](#)
[Providing remote education: Guidance for schools](#)

Internal

HR Policy
 Medical Policy
 Safeguarding Policy
 Information Management Policy
 Health & Safety Policy
 External Visits Policy
 Insurance Policies

1. Introduction

a. How to use this Plan

- Follow the Activation Process on **Page 2**
- Grade the incident
- Gather the related documents
- Form the IMT
- Follow the Guidance for Specific Incidents
- Refer to the Annexes as appropriate

b. **Context.** Dover College, based in Kent, is an independent co-educational day and boarding school for children aged 2-18. It currently has between 300 and 320 pupils, of which $\frac{1}{3}$ are residential. Most resident pupils are from overseas, but all understand and speak English. There are 105 staff. There are 30 staff and dependents (including 14 children) permanently resident on site. The College comprises three sites, two of which are sports pitches with little or no infrastructure and not considered further in this document. The teaching, administrative and residential site is Effingham Crescent, Dover, CT17 9RH (Grid Reference: TR 31540 41627, What Three Words: organ.poster.puzzle). College Reception, the Medical Centre and Boarding House Staff keep a record of staff and pupils with the following requirements:

- Ambulant disabled
- Visual and hearing impairment
- Dyslexia and dyspraxia
- Other severe medical conditions.

The College campus is occupied throughout the year, and a residential caretaker lives on-site at 1 Priory Hill, Dover, CT17 0AA

c. **Aim.** This plan provides a framework for reducing the disaster risks affecting Dover College and, should an emergency occur, for the rapid safeguarding of our people, property, and the environment to secure the recovery of the School's business whilst maintaining our reputation.

d. Objectives

- Protect and save lives.
- Contain the incident.
- Work effectively with the emergency services.
- Retain business continuity.
- Assist in any investigation.
- Communicate with parents and key stakeholders.
- Restore normality as soon as possible.
- Maintain reputation.

e. **Priorities**

- To save life and prevent further harm.
- To ensure that the College acts lawfully.
- To facilitate effective recovery.

f. **Incidents Covered (but not limited to)**

- Site emergencies
- Off-site emergencies
- Off-site hazards
- Death / serious injury of pupils, staff or contractors
- Violence to staff or pupils
- High-value kidnaps
- Intruder access
- Strike action
- Bomb threat
- Infectious health hazard
- Vandalism/arson
- Adverse media attention
- Safeguarding issues
- Serious SLT misdemeanours
- Minor on-site utility emergencies

g. **Decision-Making Responsibilities.** The Head, on advice from the Director of Finance & Operations, will activate the plan. If the Head is absent, the responsibility will fall to the Deputy Head of Senior School and the Director of Finance & Operations. One of these three senior managers should be contactable at all times. The Chair of the Board of Governors should be informed as soon as possible and nominate a spokesperson for the Board.

h. **Statutory Reporting Requirements**

- DfE Guidance March 2014 Health & Safety in Schools
- ISI Handbook for the Inspection of Schools
- Boarding Schools National Minimum Standards
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) and Health & Safety at Work (HSAW).
- The Management of Health and Safety at Work Regulations 1999 Section 39(1)(a) of the Children and Young Persons Act 1933
- Sexual Offences Amendment Act

i. **Training Requirements.** Essential staff should rehearse the plan biennially after appropriate training involving any new staff; a tabletop discussion will suffice, but a

'live' exercise should be planned at least once every five years. Any 'real' incidents in a year will count as a rehearsal.

j. **Administration.** It is the responsibility of the Director of Finance & Operations. to ensure that the effectiveness of the plan and its review. The plan is stored electronically on the internal Google Drive T Hard copies are kept in the Director of Finance & Operations's Office, Priory Lodge and the. Bursary

k. **Incident Management Centre (IMC) Locations.**

- Primary - Reception, Priory Lodge.
- Alternate - Menzies Meeting Room
- Contingency - Leo Wright Building.
- Emergency (Off-Site) - Dover Technical College, Maison Dieu Road, CT16 1DH.

l. **Emergency Overnight Accommodation.** Should an incident require the overnight evacuation of the boarding accommodation, a reciprocal arrangement has been made with the Duke of York's Royal Military School (DOYRMS) to provide basic emergency accommodation. This arrangement is suitable for no more than 24hrs duration. Concurrently with the evacuation, parents and guardians of boarders will be contacted with instructions on when and where to collect their children/wards. Further updates will be sent on remote learning, welfare and recovery operations if the emergency persists.

2. **Incident Management Team (IMT) Membership**

a. **Incident Management Team (Working Hours)**

Team Leader / Co-ordinator	-	Director of Finance & Operations
Spokesperson	-	Headmaster
Welfare Representative	-	DSL
Relative Liaison	-	Deputy Head (Senior)
Media Liaison	-	Headmaster's Office
Estates Liaison	-	Estates Manager
Investigation Liaison	-	Director of Finance & Operations
IMC Manager/Secretary	-	HM's PA
Logger/Collator	-	PL Admin Assistant

b. **Incident Management Team (Out of Hours)**

Team Leader / Co-ordinator	-	Director of Finance & Operations/Headmaster (initially)
Spokesperson	-	Headmaster

Welfare Representative	-	As nominated
Relative Liaison	-	As nominated
Media Liaison	-	As nominated
Estates Liaison	-	Caretaker
Investigation Liaison	-	Director of Finance & Operations
IMC Manager/Secretary	-	As nominated
Logger/Collator	-	As nominated

c. **Support Staff**

House Reps	-	House Parents
Medical Liaison	-	College Nurses
Liaison / Escorts	-	As nominated (x2)
Media Response Team	-	As nominated (x2)
Relatives Response Team	-	As nominated (x2)
Health & Safety Consultant		External Consultant

3. Incident Management Team (IMT) Responsibilities

a. **Team Leader / Co-ordinator**

- Responsible for effective activation and management of the plan
- Preparation
- Ensure the plan is up to date
- Assure governing body of compliance
- Ensure the IMT is properly trained
- Exercise the plan and the IMT
- Command and manage the IMT
- Manage priorities and deconflict objectives
- Ensure common understanding of the situation
- Inform and brief the Chairman of Governors on the incident

b. **Spokesperson**

- Responsible for being the primary contact with the College's media and 'external' face.
- Prepare initial holding statements and later press releases (in conjunction with emergency services).
- Provide primary contact with media.
- Arrange press conferences.

c. **Medical Liaison**

- Responsible for the welfare of pupils and staff requiring medical attention
- Access to medical records (staff & pupils)
- School doctor liaison
- Hospital and ambulance services liaison
- EHO
- Emergency medical supplies

- Isolation Plan
- Allergies, special medical needs
- Liaison with other schools
- Maintain an overview of movements of staff and students away from school for medical reasons
- Brief Family Liaison Team & IMT
- Brief staff on medical aspects of the incident
- Co-ordinate the provision of welfare assistance in school and to external locations (hospitals etc.)
- Liaise with the school doctor, hospitals, ambulance service etc.
- Arrange counselling help for staff and students (if required)

d. **Relative Liaison**

- Responsible for communications with staff, pupils, and families/relatives
- Preparation:
 - Identify the Team - House Parents.
 - Brief thoroughly at the start of the Academic Year
 - Location and alternative location
 - Redirection of telephones
 - Liaise with and brief the school Relatives Enquiry Team and Houses.
 - Provide liaison between Houses and IMT.
 - Locate personnel records of affected students.
 - Provide briefing to Houses on the decision taken by IMT.
 - Brief staff on the incident
- Coordination of visits:
 - Affected UK parents
 - Meet & greet overseas parents
- Liaison with the Media Team

e. **Media Liaison**

- Responsible for managing the School's dealings with the media during an emergency to help pupils, parents and staff and maintain the College's reputation.
- Develop the School's media strategy
- Determine authorisation and release procedures
- Develop Q&A
- Develop the 'Dark Site'
- Develop Social Media (SM) strategies
- Control Media Response Team
- Provide Fast Facts
- Monitor local radio broadcasts and press.
- Provide advice to staff and students on dealing with the media
- Update the Q&A
- Build SM first statement page
- Proactive engagement with media contacts

- Prepare responses to additional enquiries
- Monitor and manage SM

f. **Estates Liaison**

- Responsible for facilitating all access to the college grounds by external stakeholders to ensure prompt and effective response and recovery
- Preparation:
- Maintain maps and diagrams of the estates showing Key Points for water, gas and electricity
- Liaise with emergency services
- Liaise with and join the Local Resilience Forum
- Maintain essential equipment (Battle Box)
- Determine emergency purchase authorisation
- Control access to the campus (routes in/out)
- Facilitate access for emergency services
- Maintain liaison with police cordon
- Communicate with staff within the estate
- Liaise with assessors, insurance, regulatory bodies
- Assist family and investigation liaison
- Liaise with contractors.
- Ensure that the school buildings and grounds are secure.
- Ensure the safety of staff and students on school grounds.
- Liaise with GPs, and environmental health or medical issues (such as decontamination of kitchens etc.).
- Ensure that all visitors to the school are met and escorted

g. **Investigation Liaison**

- Responsible for coordinating and facilitating post-emergency investigations to demonstrate the School's duty of care and mitigate liability.
- Determine external compliance requirements
- Establish contact with regulatory bodies
- Ensure insurance contact telephone numbers are contained within the plan
- Liaise with school insurers, accountants, banks and solicitors (and request their attendance at IMT, if necessary)
- Preserve evidence and prepare for later inquiries (including Log Sheets)
- Take legal record of proceedings (interview witnesses, take photographs, written inventory of damage etc.)
- Facilitate investigations into cause & response
- Lead or manage internal investigations
- Organise replacement equipment, and secure storage of salvage
- Account for costs
- Check all press releases, before their release
- Liaise with local authorities and relevant regulatory authorities
- Capture lessons identified

h. **IMC Manager/HMs PA**

- Responsible for maintaining a record of all communications made and decisions and actions taken
- Set up and running of the Incident Management Centre (IMC)
- Support the Team Leader
- Assist with information management
- Clarify decisions made; confirm who said what
- Maintain and archive Log Sheets
- Assist in managing team resilience

i. **Contractors**

- All contractors will be provided with information which must be adhered to whilst working on the college's premises. A full induction will explain the specific arrangements.
- Must ensure that in the event of an incident occurring that all equipment and tools are made safe / isolated.
- Comply with the college's arrangements and follow any specific instructions.

j. **Deliveries / Other Parties**

- All deliveries or other activities will cease in the event of an incident being triggered.
- Deliveries will not be permitted to carry on and would be parked up in a designated location so not to block or obstruct any emergency vehicles.

4. **Initial Actions in the Event of an Incident**

a. **Initial Alert Procedure**

- **During Working Hours.** Unless the emergency is an apparent physical incident on the school's site, the initial alert may well be in the form of a Press enquiry to the main School number or picked up on SM.
- **Out of Working Hours.** Will usually be using a telephone call to any school number or the HM's, Director of Finance & Operations's or Deputy HM's houses or mobiles.

b. **Initial Information Requirements**

- Nature of the incident.
- Exact location and time of the incident.

- Number of casualties and details of injuries etc.
- Names and home numbers of those involved.
- Emergency services involved.
- Actions that have been taken so far.
- Location and telephone number of where the call is being made.
- Any media response.
- Name of the person who took the initial call and the time and received the initial information.

c. **Grading the Incident.** Grading of the incident (see **Page 4**) should be done by the individual activating the plan (Head, Deputy Head or Director of Finance & Operations).

5. **Equipment and Records.** Facilities required at the IMT primary and alternate locations, including databases, alternate communications, and local and site maps with critical locations and telephone numbers, are kept in Priory Lodge and Bursaryy. A full checklist of equipment and records is in **Annex B**.
6. **Post Incident Review.** All incidents where this protocol has been deployed will be subject to a post incident review to determine the effectiveness of how the incident was handled and any learning opportunities will be identified. Feedback of any incident will be provided to the incident team and the colleges governors for comment and review.
7. **Training of IMT.** The college recognises that competence is a legal requirement and to ensure the effectiveness of this plan is important that members of the IMT are properly trained.

Annexes:

- A. IMT First Meeting Agenda
- B. Organisation of the IMC
- C. Contact Details
- D. Relative Enquiries Guidelines
- E. Actions in the Event of an Emergency on a School Trip
- G. Glossary of Terms

H. Aide Memoire for Specific Incident

Annex A

IMT First Meeting Agenda

1. Situation

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

2. IMT Details *Any changes anticipated or planned.*

- Composition of the IMT.
- Location of the IMC.
- Responsibility for logging incident details.

3. Liaison Requirements *Contact arrangements for the following:*

- Scene of incident
- Emergency services
- Parents
- Governors
- Media
- Regulatory authorities
- Hospitals
- Neighbouring premises
- Suppliers/contractors who also may be affected
- Associated schools

4. Pupils, Parents and Staff

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

- Advice regarding giving evidence.
5. **Media Issues**
 - Spokesperson?
 - What calls go where
 - Media Statements. Decision on the content of an immediate statement for release to the public and media.
 - Authorisation procedure.
 - Activity on SM.
 - Prepare Q&A.
 - Formulate statements in coordination with other agencies and partners.
 - Monitoring press and media broadcasts.
 - Advice to staff, pupils and dependants regarding handling media enquiries.
 - Hosting and escort arrangements for visiting media.
 - Briefing of other sites to whom questions may be directed.
 - Rehearsals with the spokesperson.
 - Recording of interviews, press conferences etc.
 8. **Financial Issues**
 - Accounting for costs of the incident, including recovery considerations, nominate an accounting code
 - Funding of victims and their dependants' immediate requirements
 - Sources of additional funds
 - Appeal
 9. **Insurance Issues**
 - Inform insurers and comply with conditions,
 - Third-party insurers
 - Assessor to the scene,
 - Photographic evidence and written inventory of damage,
 - Secure storage of salvage/replacement equipment.
 - Disposal of waste.
 10. **Legal issues**
 - Beware of admission of liability and apportionment of blame.
 - Obtain copies of any contracts/trading conditions that may be relevant.
 - Inquiry considerations.
 - Preservation of evidence.
 - Legal record of proceedings.
 - Interviewing witnesses.
 - Statutory reporting requirements under HSAW, RIDDOR or other regulations.
 - Contact third-party legal advisers, including dependants.
 11. **Medical Issues**
 - Independent advice,
 - Liaison with the hospital, GPs, Environmental Health Officers,
 - Decontamination (kitchens etc.).

12. **Logistics and Infrastructure**

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

13. **Recovery.** *At an early stage, appoint a separate team to look at recovery arrangements, including many of the items listed above, including*

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

Annex B

Organisation of the Incident Management Centre (IMC)

1. **Activation.** The decision to open the IMC can be made by the following staff:
 - The Headmaster
 - The Director of Finance & Operations
 - (Out of Hours) Head of Boarding.
2. **Access.** Outside regular working hours.

3. **Set Up.** The IMC will be in Priory Lodge. The Headmaster's PA (or the Admin Asst) is responsible for preparing the IMC alongside an IT department representative.
4. **Staff Rota.** All staff reporting to the IMC must complete the staff rota. The rota allows the IMT to plan shifts and keep track of staff movements.
5. **AV Equipment.** If additional AV equipment is needed, it will be provided by the IT Department. This equipment might include TVs, display screens, speakers, microphones, headsets and additional telephones (mobile and fixed).
6. **Staff Callout.** The emergency contact directory is **Annex B**.
7. **Alerting Other Agencies/Stakeholders.** Other individuals and organisations will play a vital role in responding to an incident. The authority to contact or engage with them lies with the most senior leader in the IMC, usually the Headmaster or the Director of Finance & Operations. These stakeholders could include:
 - Governors.
 - Local Authorities, e.g. DDC and KCC.
 - Utility Companies, e.g. water, electricity, phone and gas.
 - Infrastructure Organisations, e.g. rail, highways, port and maritime.
 - Insurers.
 - Legal Advisors.
 - Parents.
 - Other staff.
 - Local Residents.
 - Old Dovorians.
8. **Briefing Staff.** The IMT Leader, usually the Director of Finance & Operations, will brief all IMC staff on the details of the incident and their roles and responsibilities as soon as possible. A whiteboard will provide IMC staff and visitors with a means to collate and communicate critical information and maintain awareness. The IMT Leader or a nominated representative will arrange an internal situation update brief at least once every shift, preferably on shift changeover.
9. **Allocating Staff Roles.** The number and roles of the staff required to run the IMC will depend on the incident's timing, nature and duration. A likely core staff would comprise
 - IMT Team Leader or Deputy
 - IMC Manager
 - Incident Logger / Collator
 - Medical Liaison
 - Emergency Responders Liaison / Escorts x 2
 - Media Response Team x 2
 - Relatives Response Team x 2

10. **Duty Rota.** This Emergency Plan envisages three 8-hour shifts (0100 - 0900; 0900 - 1700; 1700 - 0100) to meet the needs of 24/7 operation. The IMT will organise available personnel to provide adequate ongoing cover. Establishing shifts provides sufficient staff to operate the IMC and the required expertise to decide on significant issues. Once practised, shift handovers can be as brief as 15 minutes, depending on the IMC workload. The IMT will organise shifts using standard, heavy, light, and staggered shifts.

- **Standard.** The standard shift evenly divides available staff based on function and expertise. This method provides standardised teams, enhanced teamwork, and simplicity. The disadvantages are a break in the continuity of operations during shift change and the possible absence of a critical staff member when needed. Adequate shift change procedures reduce any continuity problems.
- **Heavy or Light.** A variation of the standard shift is the heavy or light shift. This method places most personnel on duty when significant activity is ongoing or anticipated. For example, if the IMC conducts most activity during the working day, the heavy shift may be between 0900 and 1700. The light shift consists of fewer people, with those off-duty remaining on call. This method provides flexibility based on the type of incident and the presence of crucial staff when needed.
- **Staggered.** The staggered shift staggers by one or two hours when staff are on and off duty. Each person works a shift length based on operational requirements. In the staggered shift method, the staff schedules overlapping shifts so that the new shift element can access a body of knowledge no more than an hour old. This method addresses any break in continuity but may be more complex to manage and support.

11. Information Management.

- **Working & Storage Shared Areas.** There is an Incident Management folder in the College Google Drive shared area of the College Google Drive. The Drive is cloud-based and can be accessed anywhere where there is access to the internet. The IMC manager or IT staff will arrange access for those not already admitted who need it. The folder is arranged into logical sub-folders where all the necessary templates and reference documentation for managing an incident can be found.
- **Emergency Log.** An example of the Emergency Log is in **Appendix 3** to this Annex. This document should start at the beginning of any incident, no matter how short or short-lived. It should be completed manually by the logger/collater, who can be any available member of staff or the member designated in this policy. At a convenient time, the logs should be scanned or typed up and stored in the Incident Management area of the College Google Drive. Original copies should be kept and stored securely.
- **Website and Social Media.** The many digital communications channels open to the College will be important in disseminating accurate, timely and sensitive information to all stakeholders and the public. The Dover College website <https://www.dovercollege.org.uk/> will be updated regularly with

information that the public can access. **No information or images are to be released or posted to public channels without the prior express permission of the Headmaster or Director of Finance & Operations, which must be logged at the time and date given and released.**

- **GDPR.** Whilst data protection is essential, and staff should still follow College policies during an incident, the imperative is the timely sharing of critical information with those who need it. GDPR or other data-sharing considerations should not hinder this. The IT manager or Incident Team Leader will provide policy advice and guidance.

12. Communications & Information Systems.

- **Radios.** There are always charged two-way Motorola radios in Priory Lodge (x2) and the Bursary (x1). Several other staff members in the Estates team are permanently issued with these radios. These are set to Channel 3 and allow short-range all-informed communication for on-site incident management. These devices are inherently insecure, and staff should pass no confidential or sensitive information over them unless it is necessary.
- **Landlines.** The College Mitel fixed landline telephone system is widespread, reliable, and secure. The IT Manager will manage access and routing of calls in an emergency. Staff should keep the main College landline number free for emergency service and external stakeholder use.
- **Mobile phones.** Mobile phones are a critical means of communication in an emergency, providing many users with one-to-one or group voice and data services. However, they have some crucial limitations. The network can quickly become overloaded in an emergency or even be deliberately blocked by the national authorities. Phones have short battery lives and are vulnerable to targeted interception and hacking. Caution should be exercised when passing sensitive information. Phones can be easily lost or stolen and then misused.
- **Computers.** Laptop and desktop computers will be vital in the ongoing operation of the College and the recovery phases. Many factors regarding mobile phones are valid for computers, particularly laptops, and the same levels of caution should be exercised.

Appendices:

1. Set Up Checklist
2. Equipment Checklist
3. Log Sheet

Appendix 1

Incident Management Centre (IMC) Set Up Checklist

This checklist is aimed at any staff who finds themselves opening the IMC, not any specific individual. It prompts common sense, initiative and concurrent activity in place of other directions from potentially absent or busy leaders.

- ☐ Locate a staff rota and sign in.
- ☐ Place appropriate signage on the Priory Lodge/Bursary door.
- ☐ Start an Emergency Log (in the shared area or manually if unavailable).
- ☐ Contact the Director of Finance & Operations for the latest instructions and update
- ☐ Switch on AV equipment, including TV.
- ☐ Switch on any other PCs or laptops.
- ☐ Use the Contact List at **Annex D** to call out staff.
- ☐ On instructions from the IMT Leader, contact internal and external stakeholders to confirm the IMC is open and where it is located.
- ☐ Brief arriving staff as appropriate on the incident, their roles and workstations.
- ☐ Allocate staffing positions.
- ☐ Prepare a staff duty roster to ensure continuous 24/7 staffing of the IMC.
- ☐ Ensure the whiteboard is kept updated.
- ☐ Monitor the health, safety and welfare of all staff in the IMC.
- ☐ Ensure any liaison staff working away from the IMC are briefed and equipped to carry out their duties.
- ☐ Maintain regular contact with the Headmaster, Director of Finance & Operations and other key personnel.
- ☐ Ensure that contact with emergency responders and other external agencies is maintained as directed.
- ☐ Regularly check the Actions Required folder in the shared area and task staff accordingly.
- ☐ Process and assess incoming calls and information to update other staff.

Appendix 2

Incident Management Centre (IMC) Equipment Checklist

- ☐ Copy of the Emergency Plan and primary contact information
- ☐ Emergency log
- ☐ Audio-visual equipment, e.g. TV/display screens/speakers
- ☐ Additional laptops

- ☐ Torches and spare batteries
- ☐ Whiteboard, pens, magnets, erasers
- ☐ Campus maps
- ☐ Staff mobile phone lists
- ☐ Staff email lists
- ☐ Master keys
- ☐ Copies of staff and student nominal rolls
- ☐ Hand-held two-way radios and chargers
- ☐ Loudhailer
- ☐ Battery-operated AM/FM radio
- ☐ First Aid kit
- ☐ Clipboard, paper, pens
- ☐ Hard hats
- ☐ Hi-vis vests
- ☐ 'Go Bag' x 2

Appendix 3

Emergency Plan – Log sheet

Your Name:		Date:		Sheet Number:	
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Serial	Time	Event	Action Taken	Initial

Annex C

Contact Details

Priory Lodge

01304 798040

School House

01304 798039 / 07802 621403

Priory House

01304 798050 / 07801 249327

Maple House	01304 798014 / 07701 334720
Ash House	01304 798032 / 07936 367971
Cherry Tree House	01304 798013 / 07802 621425
Phil Tattersall-King (Headmaster)	01304 798005 / 07454 095469
Therese Taylor (Deputy Head - Senior)	01304 798023 / 07801 249326
Tracey Mills (Deputy Head - Prep)	01304 798016 / 07800 743725
Julie Green (DSL)	01304 798013 / 07743 807491
Prep School Office	01304 798016
Steve Baker (Estates Manager)	01304 798043 / 07762 100942
Sue Davis (Director of Finance & Operations)	01304 798003/07584 675025
Medical Centre	01304 798030
Leigh Baker (Support Services)	01304 798008
Richard Baxter	07732 494693
Wayne Benstead (IT Manager)	01304 789010

Annex D

Relative Enquiries Guidelines

The Aims of the Relatives Enquiry Team

- To draw calls away from other locations.
- To give assurance to callers.
- To ensure that external callers are dealt with in a professional and caring manner.
- To control the release of factual and approved information. The school must speak with one voice and be seen to speak with one voice.

- To gather information from relatives.
- To provide welfare assistance if required.

General Guidelines in Replying to Phone calls

- Be considerate and caring:
- Be calm and controlled.
- Be prepared to listen to the concern and do not interrupt.
- Ensure that your tone of voice is comforting, not condescending.
- Treat them with respect and dignity.

Do not offer to call people back. Ask them to ring you in an hour, explain that you are very busy and that several relatives will be waiting to call the team. But, if you promise to ring back, keep your promise.

- Be patient and methodical.
- Reassure them that the school and the emergency services are doing all they can to respond to the emergency.
- Keep a record of all calls and what was said on the calls.

Do

- Only give out approved factual information.
- If you doubt any caller or your response, consult the Team Leader.
- Always try to be helpful.
- Be considerate.
- Keep calm.
- Give your name if asked.
- Say that you are an authorised spokesperson if asked.
- Assume everything you say will become public knowledge.
- Ensure calls are returned if you have promised.
- Take a break if you are overstressed.
- Refer the calls from the media to the Media Team.

Do Not

- Do not lose your temper.
- Do not speculate.
- Do not give out unofficial information.
- Do not promise to ring back unless you have to.
- Do not withhold any publicly available information.

Annex E

Actions in the event of an Emergency on a School Trip

A copy of the following guidelines must be taken by all Activity Leaders. This plan is included in the Schools Visits Policy.

- Establish the nature and extent of the emergency
- Make sure all other party members are accounted for and safe.

- If injuries occur, establish their extent and administer first aid (if you have been trained or feel capable).
- Establish names of the injured and call relevant emergency services
- Advise other party staff of the incident and that emergency procedures are in operation.
- Ensure that an adult from the party accompanies casualties to a hospital or, on your own, you go with the injured pupil(s); the Emergency Services will look after the rest of the party until another staff member arrives.
- Ensure the remainder of the party is supervised and arrange for their return to the College or accommodation.
- Arrange for one adult to remain at the incident site to liaise with emergency services until the incident is over and all children are accounted for.
- Control access to telephones until contact with the Headmaster and until they have had time to contact those directly involved.
- Telephone numbers for future communication (identify alternate telephone numbers).
- The school will arrange to contact the parents of those involved. In serious incidents, the Headmaster should inform the parents of all party members.
- Under no circumstances should the name of any casualty be divulged to anyone outside the IMT.
- The Activity Leader should write all relevant details as soon as practicable. A record should be made of any witnesses. Any associated equipment should be kept in its original condition.
- Legal liability should not be discussed or admitted.
- Inform parents of any delays.

Annex F

Lockdown (Invacuation) and Evacuation Procedures

1. **Aim.** This Annex aims to:
 - Be aware of threats that may lead to a lockdown and how likely or not they are to happen (so that we can put them in context)
 - Act as a staff member in the case of an incident
 - Teach pupils how to act in the case of an incident
 - Act in case of a lockdown (invacuation)

- Act in case of an evacuation
- Deal with the aftermath of an incident

2. **Threats.** Possible threats leading to a lockdown are:

- Malicious attacks by individuals, terrorists or hostile states, which can include physical violence, cyber or CBRN attacks
- Serious and Organised Crime (SOC) activity including theft, kidnapping and physical intimidation
- Environmental hazards including flooding, storms and gales, severe space weather, volcanic activity and earthquakes
- Major accidents including nuclear and non-nuclear industrial accidents, system failures, major transport accidents and fires
- Social and political unrest including violent demonstrations, rioting and public disorder.

3. **Immediate Action Drill - The 5 Cs.**

- **CONFIRM.** Establish the facts as far as you can safely - don't become a casualty. Is an immediate response required? - consider RUN, HIDE, TELL.
- **CLEAR.** Get any pupils away from the immediate danger - save lives first. Account for everybody possible - could there be stragglers?
- **CORDON.** Make sure no one goes back towards the danger - get rid of bystanders. Get other staff to help you - delegate.
- **CONTROL.** Who needs to know? - has anyone called 999 or informed Reception/Priority Lodge? Be prepared to hand over the situation - get the facts straight.
- **CALL - EMERGENCY SERVICES (999) AT ANY STAGE AS NECESSARY**

4. **Lockdown.** This list is not exhaustive. A lockdown may be used in response to situations.

- An incident or civil disturbance in the local community which poses a risk
- An intruder or intruders on the site with the potential to pose a risk
- Local risk of air pollution, such as a smoke plume or gas cloud
- A significant fire in the vicinity of the school
- A dangerous dog is roaming loose.

5. **Procedure.** On hearing the lockdown alarm or being told by another member of staff or the emergency services, or via your phone or IT devices that a lockdown is being initiated, you should follow the **CLOSE** procedure:

- Close all windows and doors
- Lock up
- Out of sight and minimise movement
- Stay silent and avoid drawing attention
- Endure – be aware you may be in lockdown for some time.

6. **Alarms and signals.**

- **Lockdown:** a pulsing bell, distinct enough to distinguish it from the Fire Alarm, a continuous bell, will sound.
- **All-clear:** the regular Fire Alarm will sound to indicate a stand down or all-clear - move straight to the safe Assembly Point
- **Evacuate:** verbally from a verified member of staff or the emergency services.

7. **Incident control and communications.** See Annex B, in particular, Paragraphs 11 and 12 for information.

8. Evacuation.

- Escape routes are the same as a regular Fire evacuation
- Support staff will act as route marshals as required.
- Teachers will accompany the group they are teaching to the safe Assembly Point, ensuring the pupils remain calm and walk at all times.
- Support staff, marshals or the emergency services will tell Teachers if the Assembly Point is different from the primary (The Close)
- Assembly Points:
 - Primary: The Close
 - Alternate: Refectory (in case of environmental risk or inclement weather)
 - Contingency: Sports Hall (if no access to Lower Ground)
 - Emergency: Maison Dieu (if the College site is untenable)
- A full roll call will be carried out. If a pupil cannot be accounted for, and only if it is safe, the Headmaster or the Director of Finance & Operations may authorise two staff members to look for the missing pupil in their last known location.
- Liaison may be necessary with the following stakeholders, and senior leaders may ask staff to take on this role.
 - Emergency Services & Local Authorities
 - Parents and carers
 - Press
 - General public

Annex G

Glossary of Terms

COMAH	Control of Major Accident Hazards
CPNI	Centre for Protection of National Infrastructure
CRR	Community Risk Register

DCLG	Department for Communities & Local Government
DEFRA	Department for Environment, Food & Rural Affairs
EAISEE	Envelope Approach to Improve Sustainability and Energy Efficiency
IMT	Incident Management Team
JESIP	Joint Emergency Services Interoperability Principles
LRF	Local Resilience Forum
LRMG	Local Risk Management Guidance
MAHP	Major Accident Hazard Pipelines
MI	Major Incident
MTFA	Marauding Terrorism & Firearms Attack
NRR	National Risk Register
RAWG	Risk Assessment Working Group
REPIIR	Radiation (Emergency Preparedness & Public Information) Regulations

Annex H

Aide Memoire for Specific Incidents

The following information is colour coded. It is linked to the Activation Process Flowchart. It is related to ensuring staff and pupils' immediate safety and welfare.

Flooding

- Building Related
 - Switch off stop cock
 - Call Maintenance Team
 - Call water supplier if necessary (see Stakeholders List Annex M)
 - Monitor the situation
 - If necessary, evacuate the area
 - If flood worsens, evacuate the whole building
- Environmental Flooding
 - Assess the situation and keep in touch with the Environmental Agency and Local Authority
 - Tune in to local radio or use the Met Office website for updates
 - Consider removing equipment, pupils, staff and pets from the area of risk
 - If safe to do so turn off the gas, electricity and water supplies before flood water enters the premises
 - Keep dry and out of flood water if possible
 - Consider evacuating areas of the College which are threatening to be inundated
 - Do not evacuate if you are uncertain about the continuing safety of staff and pupils.
 - If it is necessary to walk through shallow flood water, take care of hidden holes, obstacles and other hazards
 - Have a communication plan in case of loss of power (see IMC Organisation).

Fire

- Activate the fire alarm
- Do not tackle the fire yourself
- Call 999 and ask for Fire
- Follow Fire Drill Procedures as normal
- Fire extinguishers are there to enable staff and pupils to exit buildings as safely as possible - do not try to put a significant fire out that is the job of the Fire & Rescue Service
- Ensure everyone is out and clear of the building
- Report missing persons to Marshals and IMT
- See the Health & Safety Policy for detailed Fire Procedures
- Consider the locations of the Assembly Points with any smoke drift and weather conditions. Pupils may need to be moved to a more suitable area
- If the fire worsens, remove the pupils immediately from the area or site and as far away as logistically practical and safe as possible

- If the site has been evacuated, make sure the IMT has nominated someone to meet the Fire & Rescue Service
- Given the 'All Clear' make sure no pupils are missing on re-entering the building

Lightning Storm

- If pupils and staff outdoors avoid water, hilltops and trees. Stay away from any metal objects and avoid contact with others
- If you think your pupils are at risk of being struck, inform them to drop to their knees and bend forward. DO NOT LIE FLAT
- If in a building, instruct pupils to move away from windows and do not touch the metal structures, 'phones or computers
- If in a building, stay inside, encourage visitors to shelter in the school

Earthquake

A major earthquake is not likely to happen in the UK, but significant local tremors have occurred in this area so here are some essential points to consider:

- If one or two people are in the room the safest place to be is under the door frame
- With a class of children ask them to take cover under their desks and cover their faces with their arms to protect against falling objects
- Once the initial shocks have ceased and there is significant damage to the building, evacuate. If not, carry out a risk assessment and consider moving out of some of the buildings
- Contact a property surveyor for advice if unsure about the structural integrity of the building

Industrial Emergency Near School

- See the [Kent Community Risk Register](#) for details.
- Pupils and staff should remain in the school building and await further instruction from the LA and council emergency teams or emergency services
- This may include closing all doors and windows and covering extractor fans to minimise inhalation of fumes or smoke
- Schools may wish to consider the best place in the building to shelter depending on the circumstances. For example, sheltering on the leeward side of the building in case of toxic release
- Stay tuned to local radio - consider switching to a battery-operated radio in the event of loss of power

- School should remain in shelter mode until the emergency services or local authority give the all-clear
- Encourage visitors to shelter in the school building

Attack on a Student or Member of Staff

- At the scene students should know to seek assistance from a member of staff
- If staff witness the assault they should try and distract the assailant without risking themselves: do not engage physical contact, do not further agitate the assailant, maintain eye contact, be courteous and patient, use the word "stop" and the names of the people involved to promote familiarity
- Staff should disperse spectators and therefore eradicate the risk of further injury
- Staff should contact emergency services as appropriate

Fights Between Pupils

- In deciding upon what action you take to consider the safety of the pupils concerned and the safety of any other pupils.
- Assess the seriousness of the situation and, if necessary, tell a reliable pupil to get immediate assistance from another staff member.
- A teacher should always remain at the scene.
- Take control and give clear and assertive directions to stop.
- Arrange for first aid if appropriate.
- Escort both parties to Priory Lodge.
- Call the parents or police if necessary.

Hostage Situation in School

- Do not try to intervene or be a hero.
- Co-operate and follow the instructions of the hostage taker.
- Try to remain calm and spread calmness. The children are likely to try and copy your behaviour.
- Isolate hostage area by evacuating other pupils or through lockdown procedure
- On arrival of emergency services, provide them with a school map.

Missing Child / Abduction / Runaway

Report to the Headmaster.

- The timing of when you do each of these steps will depend upon the situation. If there is a possibility the child has been abducted, staff should call the police immediately.
- Establish the CAT and arrange search parties.
- Search the school or area of off-site visit it working from the last known sighting point.
- Call family and friends to see whether they are with them and ensure this call causes no undue consternation or worry.

Attempted Abduction

- Ensure that pupils have the 'tools' for dealing with attempted abduction, and re-enforce this with parents:
- Suggest that parents and child have a code word that only they and their child know for emergencies when someone else is collecting the child.
- Consider, particularly for primary-age children, insisting on having a named 'pick-up' person who ideally is known by the school.

Threatening Person in a School Building

- Assess the threat.
- Call 999 and ask for Police.
- Keep classroom/students secure.
- Initiate lockdown* procedure if necessary.
- If no one is in danger, observe the intruder until the police arrive.
- If people are threatened, staff should consider attempting to draw the intruder's attention away from those affected
- When appropriate, escape to a more secure area.

Threatening Person Outside School Grounds

- Assess threat.
- Call Police
- Ensure all children are moved within the school building if required.
- Headteacher will carry out lockdown procedures if necessary.
- Remain in classrooms until the all clear has been given or evacuate as a result of instructions from the authorities.

Marauding Terrorism Firearms Attack (MTFA)

- If shots are heard, instruct everyone to take cover if appropriate (i.e. on the floor or under desks).
- Assemble in a secure location or activate the lockdown procedure if more appropriate than moving pupils across the site.
- Call Police.
- Check for injuries and missing pupils/staff by phone calls to rooms in turn (if lockdown is in force)

. Bomb Threat

- DO NOT turn anything electrical on or off except the fire alarm.
- Quickly survey your room for any unusual items or packages. DO NOT TOUCH THESE ITEMS.
- Report anything suspicious or unusual.
- Evacuate using the fire drill procedure. The assembly point should be as far away from the school as possible, e.g. furthest point on the school fields taking the exit route so as not to transit past the indicated hazard area.
- Take register. Report missing students to the Director of Finance & Operations.
- The person taking a call issuing a bomb threat should not interrupt the caller except to ask the following questions:
 - When is the bomb going to explode?
 - Where is the bomb?
 - What does it look like?
 - What kind of bomb is it?
 - What will cause it to explode?
 - Why are you doing this?
 - Who are you?
 - Where are you calling from?
 - Are there any further hazards outside?
 - Note the caller's voice and background sounds such as
 - Male or female?
 - Estimate of age (young, middle age, old)
 - Indication of accent/dialect, ethnicity, level of education
 - Other voice characteristics: stutter, nasal sound.
 - Did the caller seem familiar with the facility?
 - Was there any background noise?
 - Use the log to record all of this information.
 -

Unsafe Structures

- Evacuate the school or building if necessary, moving out by a safe route identified at the time.
- Move away from the building if very serious.
- Contact Property Surveyor to report concerns.

Utility Failure

- Teachers should stay in the classroom with the children until further instructions are given.
- Teachers who are not teaching should immediately report to Priory Lodge.
- The Estates Manager or Caretaker must telephone the power source company and a time established for resolving the problem.

School Trips/ Offsite Incidents (See Annex E)

If an emergency occurs during a school visit, the group leader should maintain or resume control of the group overall. The factors to consider include:

- Establish the nature and extent of the emergency as quickly as possible.
- Ensure all other group members are safe and looked after.
- Establish the names of any casualties and get immediate medical attention.
- Ensure that a teacher goes with casualties to the hospital with relevant medical information and that the rest of the group is adequately supervised and kept together.
- Notify the police if necessary.
- Ensure that all group members who need to know are aware of the incident.
- Ensure that all group members follow the emergency procedures and that roles are allocated as necessary.
- Inform the school contact and provider/tour operator (as appropriate). The school contact name and number should be accessible during the visit.

Details of the incident to pass on to the school should include

- Nature.
- Date and time of the incident.
- Location of incident.
- Names of casualties.
- Details of their injuries.
- Names of others involved so that staff can reassure parents.
- Action that has been taken so far.
- Action yet to be taken (and by whom).

The College contact should:

- Notify parents by providing an entirely factual account of the incident.

- Notify insurers, especially if medical assistance is required (this may be done by the College contact).
- If the emergency happens abroad, notify the British Embassy/Consulate.
- Ascertain phone numbers for future calls; try not to rely only on mobile phones.
- Write all relevant facts and witness details accurately and as soon as possible and preserve any vital evidence.
- Keep an incident log of all events, times and contacts after the incident
- Complete an accident report form as soon as possible and contact the District Council's Health and Safety Advisor and HSE if appropriate.
- No one in the group should speak to the media. Staff should not give names of those involved in the incident to the media as this could cause further distress to their families.
- All media enquiries must go through the Headmaster's Office.
- No group member should discuss legal liability with other parties; nothing should be signed relating to the accident liability without clear advice from the Head, Chair of Governors or designated deputy.
- Keep receipts for any expenses incurred, as insurers will require these.

Significant public health incident

- A single suspected outbreak or incident of infectious disease will not normally constitute an emergency. Most infectious diseases in education, childcare, and children's social care settings can be managed by following the [UK Health Security Agency's \(UKHSA\) health protection in education and childcare settings](#).
- Emergency plans will include a range of steps we will take in the event of a significant public health incident. They will also include when we seek specialist advice from the KHSA health protection team in line with the UKHSA health protection in education and childcare settings.
- Registered medical practitioners in England and Wales have a statutory duty to notify their local authority or local UKHSA health protection team of suspected cases of certain (notifiable) infectious diseases. The College will be contacted if actions are required within the setting as part of public health management.
- The College's Health & Safety Policy provides clear guidelines for infection prevention control.

Incident Involving a Contractor

- Notify insurers, especially if medical assistance is required (this may be done by the College contact).

- Contractors' emergency details will be captured in the induction process and retained for emergency use.
- Ensure that any incident location is preserved where practical to do so.
- Any incidents involving others such as contractors will be fully investigated and any learning opportunities will be identified. An investigation report will be compiled and discussed with the IMT and governors. For more serious incidents competent advices should be sought by the external health and safety consultant.
- The contractor will be contacted formally and requested that they conduct their own investigation and feedback to the college what actions they have taken to prevent a reoccurrence.
- Write all relevant facts and witness details accurately and as soon as possible and preserve any vital evidence.
- Keep an incident log of all events, times and contacts after the incident.
- Complete an accident report form as soon as possible and contact the District Council's Health and Safety Advisor and HSE if appropriate.
- No one in the group should speak to the media. Staff should not give names of those involved in the incident to the media as this could cause further distress to their families.
- All media enquiries must go through the Heanmaster's Office.
- No group member should discuss legal liability with other parties; nothing should be signed relating to the accident liability without clear advice from the Head, Chair of Governors or designated deputy.

Strike Action

- Where strike action is confirmed, planning arrangements will be undertaken to ensure where possible and practical that adequate cover will be provided, although we recognise that this may not always be achievable.
- Critical activities will be reviewed to ensure that safety is not compromised.
- Where numbers could be significantly reduced the college will review the arrangements and take the appropriate action/s.

