H8 Crisis Management Plan Policy – 2026/2027

Note:
A summary of the procedures to be followed in an emergency is issued to all staff and can be found at the end of this document. Separate instructions are issued to office personnel (and others who normally answer the school telephone) and the Senior Leadership Team.

Crises can take many forms and can strike without warning. They range from falling objects through to flood and fire, food poisoning to major traffic accidents, bomb alerts to a violent intruder on the premises. It is accepted that no plan can provide for all circumstances, given the infinite number of variables determining the precise nature of any incident. This document is therefore intended as a series of 'prompts' rather than a plan to follow through.

Governing Principles

1. The safety of students, staff and any other affected parties must be given priority.
2. If the emergency occurs during the school day, it is essential to keep the school functioning as normally as possible if this can be achieved.
3. In any incident which involves serious injury or death, or in which the media are likely to be involved, all communication with outside bodies must be directed by the Principal or, in his absence, the Vice-Principal or the Bursar.

This policy should be read in conjunction with H9: Lockdown and Security Alert Policy.

Immediate Action

Any member of staff aware of an incident should take IMMEDIATE action to ensure the safety of all members of the community. This may involve calling the emergency services. For an incident in school during the school day, this should normally be done by informing the School Office by the speediest means available. During trips away from school, group leaders must ensure that they have access to a mobile phone with which to summon assistance.

If, in the judgement of the member of staff, total evacuation of the building is essential, the Fire Alarm should be sounded without delay.

For an incident during evenings or weekends during term time, a member of residential SLT should be informed immediately:

Principal: 07471 748 468
Vice-Principal: 07387 446 834
Director of Boarding: 07503 929 379

Crisis Management Committee (CMC)

In the event of a major incident, the Principal (or, in his absence, the Bursar) will convene a Crisis Management Committee (CMC). For incidents occurring during a normal school day, this will be constituted as follows:

Principal	Overall decisions, policy
Vice-Principal / Director of Boarding	Staffing requirements, cover, welfare, liaison with Police, Student welfare
Director of Music	Music education matters
Bursar	Operations Centre, coordination, implementation of this document
PR & Communications Manager	Media liaison, school website
Principal's EA	Secretary to the Committee

If necessary, the following may also be required:

Vice-Principal	Additional personnel, liaison with external agencies (if required)
Director of Operations	Insurance and estates issues (if required)
Finance Manager	Release of emergency funds, credit card payments (if required)
IT Network Manager	Electronic communications including internet activity
School Nurse	Looking after students, parents or staff on site

Other staff may be added to this committee if required. For an incident outside a normal school day, staff may need to be drafted in to deputise for absent staff, or staff may need to be contracted to come into school.

If staff are prevented by the incident from accessing the school site, these communications will have to be managed by phone or e-mail.

The Senior Leadership Team will all be issued with a red emergency folder, which will include:

- This document (including annexes)
- Guidance on dealing with the press
- A list of contact numbers for all staff
- Maps of the site, with entrances / exits and hazardous materials indicated

For any incident, the Principal's Office will become the Operations Centre, from where press releases, lists and other instructions will be issued.

Alternative venues:

We have informal arrangements with the Metropolitan Police Club, and with St Margaret's Bushey to provide backup facilities in an emergency.

The Metropolitan Police Club will also provide their car park as an alternative assembly point should this be required. Please contact: Mark Strugnell at the Met Club: 07768 797640 mark.strugnell@metropolitanbushey.co.uk.

The task of the CMC (and those delegated to liaise with particular agencies) is to manage the incident and to act as the nerve centre for the response for all areas of the school. This Committee will decide such actions as are needed and the Principal's EA will keep a record of all decisions and action required, and circulate by email to those who need to know. Contact with all outside agencies, such as media, social services etc., must always have the approval of the CMC, who will also decide what information is to be included on the school website. It will meet at set times, agreed at the first meeting, and will follow an agenda which will always include the following areas:

- Progress of the incident (including note that the Chair of Governors informed)
- Review of previous decisions
- Staff, parents and students
- Media
- Outside agencies
- Recovery from the incident
- Any other business

Other Staff

The following staff may also need to be available:

Estates Staff	Emergency services liaison & premises issues, security, access to premises, setting up of room required
School Office Staff	To answer telephones
Catering Manager	Refreshments
House Parents	Student / Parent Support

In the event of a major incident overnight, at weekends or during a school holiday, all those staff listed above must be prepared to come into school to assist with arrangements if necessary.

Communication

The most crucial aspect of responding to any major incident is good communications, including information to parents, staff and students.

The CMC's first task will be to draft a brief official message to be read out over the telephone to those enquiring about the incident. This will include details of steps being taken by the school and / or police and guidance as to when further information will be available. (See below for further guidance on handling the media.) Names and addresses of all callers must be kept, along with notes of concerns and replies given (essential in case of subsequent legal action).

Reliable lists of those involved must be produced as quickly as possible and circulated to all members of the CMC.

The CMC will decide which of the following need to be informed of the incident:

- [The Chair of Governors should have been informed of incident already]
- Police
- Social services
- Staff. If necessary, a Staff Meeting will be called, either for 8.30 the following morning or at the end of the same day. For a lesser incident, an email message may suffice. In an emergency the fire alarm should be sounded to assemble all students and staff.
- Individual staff (e.g. Houseparents, Tutor, HoD).
- Students. If necessary, students will be briefed at the next assembly. No student should be informed of an incident without authorisation from a member of the CMC.
- Parents of those involved. If the incident involves students, their parents will be contacted and, if appropriate, invited into school to be fully briefed and to see their children.
- Other parents. The CMC may decide to issue a letter to parents setting out the situation and the school's response, to be distributed by SchoolPost. Any such letter should also be added to the school website and given to the School Office. In the event that the school's IT

infrastructure is affected by the incident, the website will always be the key point of contact.
- If a member of staff is involved, his / her family will be contacted immediately. (All staff are asked to provide the telephone number of someone to be called in an emergency, and to keep this up to date.)
- Neighbouring schools.

It is likely that information about any incident will find its way onto internet social media within hours, usually via Facebook or Twitter. It is important that we know what is being said and, if grossly inaccurate, consider taking steps to correct it. In some cases, Facebook may also be a useful tool to ensure that students are informed about what is going on.

Major Incidents Involving Death or Serious Injury

If the incident involves serious injury or death, knowledge of the incident must be restricted as far as possible to prevent panic. Students who witnessed the incident should be kept away from other students (if necessary by keeping them in the classroom) until proper arrangements can be made, to prevent panic. If possible, students should be given as much clear information as soon as practicable.

If the incident involves students, their parents will be contacted immediately and either invited into school (normally to the Medical Centre) or informed as to where their children are (e.g. which hospital). This must be done without either understating or exaggerating the situation. If the incident involves the death of a student, the police will normally inform the parents. If a member of staff is involved, their family will be contacted immediately, either by the school or the police.

Looking After Students

Students involved in an incident, or those affected by it, will need to be looked after. For a small number, the medical room and staff room will usually suffice. However, for larger numbers, a room may need to be provided and support and counselling offered. This may involve taking other spaces out of use e.g. an upstairs classroom which can be used for a quiet area or, for example, for a book of condolence. The Recital Room or Avison Common Room would also be suitable alternatives.

The Vice-Principal/Director of Boarding will be responsible for organising support and counselling, drawing on other staff as required. If necessary, outside help should be sought.

Whenever possible, students should remain in school, except on compassionate grounds or where parents specifically request otherwise.

All staff need to be particularly aware of those students affected whether directly or indirectly, including siblings and friends.

Looking After Staff

Staff involved in an incident, or those affected by it, will need to be looked after. If necessary, cover may need to be provided at short notice. Staff should be invited to seek support, either within or outside school. Those involved in supporting others may themselves need help at a later stage.

Looking After Parents and Families

Parents may need to come into school after an incident. A room (e.g. Library) should be made available and tea, coffee and other refreshments provided. A delegated member of staff will look after parents, calling on other staff to assist as necessary. If possible, the Principal (or Vice-Principal) will give parents any information necessary, along with general reassurance. The Vice-Principal will advise on counselling and other support.

After the death of a student, the parents involved may need considerable long-term support. A member of staff should be asked to liaise with the family and provide a focus for communication (see below for other long-term issues).

Dealing with the Police

For a major incident, the police will usually be involved. The Principal, Bursar or Vice-Principal will liaise with the police and decide the appropriate level of response. The police may require an incident room / interview area. They may have their own media officer, who will deal with press enquiries.

Closure of the School

The school should always be kept open and running as normal if at all possible. If a section of the school needs to be closed (e.g. one building), classes should be re-housed elsewhere as far as possible. If a larger portion of the school needs to be closed, some year-groups may need to be sent home or to guardians at short notice.

If the school has to be closed in an emergency, parents should be informed as soon as possible by whatever means are available, primarily via the website.

Access to School

For any serious incident involving the students, substantial media attention may be expected (see below). In addition, there will be many worried parents and friends attempting to contact the school. Some will also arrive at the school in person. Access will need to be controlled in order to deter voyeurs.

The Maintenance Staff will control access to the grounds as far as possible, enlisting other help as required.

Media Liaison

For any major incident, the media will be on site very quickly. It is important that a press briefing is given as soon as possible. If the police have been called, they will have their own media officer and must be allowed to take the lead. If no police are present, the duty to inform the media falls to the Principal, the PR & Communications Manager, the Bursar or the Vice-Principal. The press may also seek 'alternative comment', and it is in the school's interests to arrange for our choice of 'spokespeople' to meet the media. Such spokespeople will be given details and made aware of how much they are allowed to say.

Under no circumstances may any member of staff make comments to the media without the Principal's authorisation.

No names or addresses of those involved should be released to the media or to other callers, even parents of other students, without the Principal's specific instructions, which will not be given until parents have been informed.

Regular press releases will be produced by the PR & Communications Manager, who will be responsible for media liaison. Press releases will also provide the basis for briefing telephone callers, staff and visitors.

The PR & Communications Manager will monitor the internet and media coverage of any incident.

After the Event

After the immediate crisis, thought will need to be given to:

- Further press releases
- Organising support in school for any victims, e.g. flowers, hospital visiting, cards etc.
- A follow-up letter to parents of children both directly and indirectly affected, informing them of action taken by the school, telephone helplines etc. An opportunity may be provided for parents to talk with staff at the school. Follow-up letters to parents may be necessary at anniversary points.
- Plans for attendance at any inquests and / or funerals.
- Contact with a student's (or member of staff's) previous school(s).
- Ensuring that future correspondence with parents or other bereaved parties is appropriate: e.g. not sending fee bills or chasing letters.
- Contact with outside agencies who may be able to provide support and advice. A key decision must be taken as to the bounds of confidentiality.
- Special assemblies or memorial services – nature, timing, location.
- The reintegration of students into the school after absence directly caused by the crisis, including:
    - Negotiating dates with parents and Houseparents
    - Replacement of any lost books or work
    - Identification of key teachers and student friends to provide support
    - Sympathy work schemes drawn up by subject teachers
    - Special arrangements with examination boards
    - Provision of a "bolt hole" in the Medical Centre.
- The reintegration of staff into school after absence caused directly by the crisis, including (if

necessary) compassionate leave or part-time working for a short period.

- Availability of counselling for consultation by students or staff. Specialist INSET may be required.
- Commemoration of the tragedy, e.g. tree planting, in consultation with relatives of victims

Policy author / reviewer:	***Policy date / review date:***	***Next review due:***
P Bambrough	Spring 2021	Summer 2022
P Bambrough	January 2023	January 2024
P.Bambrough	January 2024	September 2024
P. Bambrough	September 2024	September 2025
Paul Bambrough	July 2025	September 2026
P. Bambrough	September 2026	September 2027

Annex A: Emergency procedures:
a) All staff (including on trips)
b) School Office
c) Senior Leadership Team
Annex B: Relative enquiry guidance
Annex C: Media communications
Annex D: Sample emergency action plans

ANNEX A THE PURCELL SCHOOL EMERGENCY PROCEDURE

A. INCIDENT IN SCHOOL

First Steps

- Ensure all students in your care (and other adults) are safe from further danger.
- If you think that a total evacuation of the building(s) is essential, ring the Fire Alarm immediately.
- During school hours, telephone the School Office (dial 0 for school office, dial 202 for front reception, or 01923 331100 external) and inform them of:
    - the nature, date, location and time of incident
    - what happened to whom
    - action taken so far
    - your location / telephone number for further communication
- The School Office will call the emergency services if required and inform a member of the SLT.
- Out of school hours, call a residential member of SLT:
    - Principal: 07471 748 468
    - Vice-Principal: 07387 446 834
    - Director of Boarding: 07503 929 379
- Ensure students are adequately supervised, and await further instructions.

Warnings and Advice

- Do not speak to the press or media, or let anyone else do so.
- Instruct students not to communicate with the media or post on social media material related to the incident.

B. INCIDENT OUT OF SCHOOL (including on trips)

First Steps

- Ensure all students in your care (and other adults) are safe from further danger.
- Telephone for emergency services if required. Administer appropriate first aid only if trained.
- Ensure adult accompanies any casualties to hospital.
- Ensure remaining students are adequately supervised.
- If involved in a vehicle accident, do not leave the scene until given permission by the police.

Next Stages

- During school hours, contact the School Office on 01923 331100. Out of school hours, call a residential member of SLT:
    - Principal: 07471 748 468
    - Vice-Principal: 07387 446 834
    - Director of Boarding: 07503 929 379

You will need to provide the following information:

- The nature, date, location and time of incident
- What happened to whom
- Action taken so far

Warnings and Advice

- Do not speak to the press or media, or let anyone else.
- Do not let party members (staff or students) use mobile telephones or take photographs.
- Never admit liability.
- If police or other official interviews take place, make sure an independent witness is present.
- No one, unless they are in a relevant official capacity, has the right to see anyone. If someone tries to force a confrontation, call the police.
- Keep a written record of all that happens, including times and what exactly was said and done.

A SERIOUS INCIDENT IS DESCRIBED AS:

- An accident leading to a fatality, serious or multiple fractures, amputation or other serious injury
- Circumstances in which a party member might be at serious risk
- Serious illness leading to hospitalisation
- Any situation in which the press or media are, or might be, involved.

EMERGENCY PROCEDURES for School Office and Associated Staff

If you receive a telephone call reporting an emergency:

First Steps

Listen carefully and write down:

- What happened
- To whom
- Where
- When
- What has happened since
- Telephone number for the person reporting the incident

Next Steps

1. Call the emergency services on 999 if necessary
2. Inform any member of the Senior Leadership Team immediately

You will need to provide the following information:

- Details of who rang and their contact phone number
- The nature, date, location and time of incident
- Details of what happened to whom
- The action taken so far

Dealing with Enquiries

- In the event of an emergency, refer to the statement on the website. This must be read without confirming information, answering questions or adding opinion.
- Names, addresses and telephone numbers of all callers must be kept, along with notes of concerns and replies given. Pass these details to the PR & Communications Officer.
- If the call is from a journalist, take a note of their name, the newspaper, radio or television station that they are working for and their deadline. Pass them immediately to the PR & Communications Officer or, in her absence, the Principal.
- DO NOT say 'no comment'.
- Never admit liability of any sort.
- No addresses of those involved should be released to the media or to other callers, even parents of other students; if there have been fatalities or serious injuries, no names should be released without the Principal's specific instructions.

If anyone telephones with a query before you have been given a statement to read, simply take their details and tell them that someone will call them back. Then contact a member of the Senior Leadership Team, as above.

A serious accident or incident is described as:

- An accident leading to fatality, serious or multiple fractures, amputation or serious injury
- Circumstances in which a party member might be at serious risk
- Serious illness
- Any situation in which the press or media are, or might be, involved.

EMERGENCY PROCEDURES for the Senior Leadership Team

If you receive a telephone call reporting an emergency:

First Steps

Listen carefully and write down

- Name, telephone number and location of caller
- Location, time and nature of the incident
- Names, condition and location of individuals
- Details of action already taken (e.g. Have emergency services been called?)
- Details of assistance required

Next Steps

- Is action needed to protect staff / students NOW? Do you need to ring the Fire Alarm?
- Consider who else needs to know (e.g. Rest of SLT / HoDs / Chair of Governors?)
- Consider convening the Crisis Management Committee
- Do parents need to be informed rapidly? (In serious cases, this will normally be done by police)
- If the incident is off site, should a member of SLT travel to it?
- How can you best ensure effective support for staff, parents and students?
- Check the full Crisis Management Plan for further issues

Warnings and Advice

- Do not speak to the press or media until you have consulted the Principal or Bursar.
- Never admit liability.
- If police or other official interviews take place, make sure an independent witness is present.
- No one, unless they are in a relevant official capacity, has the right to see anyone. If someone tries to force a confrontation, call the police.
- Keep a written record of all that happens, including times and what exactly was said and done.
- Be compassionate with anyone involved.
- Ensure that all equipment involved is retained in an unaltered condition.

A serious accident or incident is described as:

- An accident leading to fatality, serious or multiple fractures, amputation or serious injury
- Circumstances in which a party member might be at serious risk
- Serious illness
- Any situation in which the press or media are, or might be, involved.

ANNEX B RELATIVE ENQUIRIES GUIDANCE

The aims of those answering enquiries from relative are:

- 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 concern and do not interrupt.
- Ensure that your tone of voice is comforting, not patronising.
- Treat them as individual people with genuine queries and concerns.
- Do not offer to call people back. Ask them to ring you in an hour, explain that you are very busy and that there are a number of relatives who will be waiting to call the team. BUT, if you promise to ring back, keep your promise.
- Avoid direct expressions of sympathy.
- Avoid attempts at reassurance (if you don't have confirmed information).
- 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.
- Ask them to stay on the number that they are on, or suggest that they move to a friend's or relative's house for support (if they do, ask them to call in and let you know the new telephone number).

DOs and DON'Ts

DO

- Only give approved confirmed information
- If in any doubt about any caller or your response, consult a member of SLT
- 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
- Defend the School at all times
- Ensure calls are returned if you have promised to.
- Take a break if you are feeling over-stressed
- Refer the calls from the media to the PR & Communications Manager / the Principal

DO NOT

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

ANNEX C MEDIA STRATEGY

1. Do the media already know about the incident? **YES / NO**

2. Has the School been connected with the incident? **YES / NO**

3. Is the School likely to be connected with the incident? **YES / NO**

If the answer to any of these questions is NO, then we may decide not to communicate; however, a short statement should be prepared in case required.

Centralise all media enquiries and make sure that only one or two people reply to them. PR & Communications Manager / Principal

Prepare background material in advance to reply to difficult questions and be sure to cover the areas where we may be criticised.

4. If the media know about the incident and have connected it with us, are we likely to be shown in a bad light? (If the answer is YES, then prepare a short statement and use it to reply to any questions.)

Centralise all media enquiries and make sure that only one or two people reply to them. PR & Communications Manager / Principal

Prepare background material in advance to reply to difficult questions and be sure to cover the areas where we may be criticised.

5. The media know about the incident and about our involvement. Is the School unlikely to be criticised and do we emerge from the incident quite well?

If the answer is YES, prepare a short initial statement. It should tactfully and with restraint say what the school has done well (e.g. "The intruder was restrained by the Games Teacher and police were called").

Should this statement be released proactively?

Can we still be criticised? (E.g. why was it only the Games Teacher that stood between Year 7 and oblivion?).

6. Agree three or four positive points

1. Our good record so far
2. The care we have taken to try to prevent incidents such as this from occurring
3. The speed and quality of our response to the incident
4. The care we are offering to children and parents

BRIEF EVERYONE ON THE POSITIVE POINTS. MAKE THE POSITIVE POINTS WHENEVER POSSIBLE. SPEAKING TO THE MEDIA IS LARGELY A MATTER OR REPETITION. THERE IS NO GUARANTEE THAT THE MEDIA WILL REPORT WHAT WE SAY: SO LET'S MAKE SURE WE SAY IT OFTEN ENOUGH.

7. What are we going to do about students and parents who may speak to the media?

We have no right to 'gag' students or members of staff; any attempt to do so may be counterproductive. It is better to shelter them from the media attention, at least for the first few hours of the incident when they may be shocked and distressed. The Police and health services may help with this. We can offer to let them stay on at school to keep them away from media intrusion, but we cannot keep them in school nor can we stop them using the 'phones. If the media can't find them then they can't talk to them.

The media may track down and hound individuals. If so, a dignified appeal to the editors may help. Or we may be able to arrange protection e.g. by asking the Police for help or by sheltering the individuals on the school premises until the media go away. We can only do this if the individual asks us for help otherwise we may look as if we have something to hide. It may be worth persuading people at this stage to make a short statement or written statement through the school.

Some parents or students may be interviewed in a state of shock shortly after the incident has occurred. They may say anything in such a condition. There is little that we can do about this, except possibly imply that "whilst we fully understand and even to some extent share their sense of anger and grief, they may take a different view when they have heard the full story."

Some parents may set out to be critical of us. There is nothing that can be done about this except prepare our answer and take every opportunity to make it, try at all times to be sympathetic and understanding.

NB. Many people think that they can make a lot of money by selling their story to the newspapers. This has the advantage of taking the other media off our back as they will not want to build interest in a rival's story. However, there are disadvantages:

- You do not get paid as much as you might think.
- The buying newspaper wants value for its cash - i.e. a sensational story - and there is no control over what they print. Often it is not what might have been said to them.
- If parents sell their stories we will take professional advice.

There may be a lot of sympathy for the School if the public view is that the incident was not our fault and we can show that we took reasonable steps to prevent it. We should take every opportunity in such cases discreetly to point out the advantages of the School. However, the tone we adopt is crucial. We can rapidly lose support by seeming arrogant or uncaring.

Spokespersons must make sure that what is said is backed up by facts, respects the feelings of others, and does not seem to dismiss the gravity of the situation.

WHEN THE INCIDENT HAPPENS – INITIAL STATEMENT

- Express regret.
  ("I regret to confirm that ....")

- Briefly describe the incident.
  ("two students from The Purcell School were injured today in a road traffic incident in Austria.")

- [Note: do not imply cause or blame. use neutral words like 'incident' or 'accident' wherever possible.]

- Include whatever good news we can, providing we are certain that it is accurate.
  [“The remaining 14 students in the party are unhurt and are being looked after by school staff in Austria"]

- [Again, don't be too specific in an initial statement.]

- Say what the school is doing.
  ["We are notifying the parents of the children concerned. Two additional members of staff are flying to Austria to be with the group."]

- If we haven't done so already, say whether the parents have been notified.
  At this stage we may wish to appeal to the media, if they have the names, not to publish them until the parents have been informed. This may work but we have no guarantee that it will. It is best reserved for special cases - e.g. if we can't contact a parent because they are on holiday, but expect to do so within a few hours.

- Say why we can't say any more at the moment.
  ["Until we have more information ourselves I cannot tell you anymore. We are busy here trying to make arrangements for the students ....")

- Tell the media when we expect to have more news where they can reach us. Give names and telephone numbers.

SHOULD WE AGREE TO AN INTERVIEW ON TV OR RADIO

- Depends if we have something we want to say; what is in it for us?

- Who will do the interview? Have they had training? Will they come over well?

- Make sure the interviewee has been properly briefed. Think through the difficult questions in advance that he / she may be asked, and prepare the answers.

- For a TV interview, try to resist having a dramatic background. If the school has just burnt down, the TV crew will want to film the interviewee in front of it. Is this image we want people to remember? (Maybe it is, if it wasn't our fault and we are appealing for help to rebuild it. Maybe it isn’t, if we forgot to have the fire extinguishers refilled.)

SHOULD WE GIVE A PRESS CONFERENCE?

- This is not usually necessary unless the story is very big. Then it gives us the opportunity to get our message across to a lot of media at once; but remember to ask ourselves: what's in it for us? Why are we doing this? What message do we want to get over?

- If we give a conference, or take part in one organised by the Police, prepare thoroughly. Anticipate awkward questions and work out the answers.

- If it is our own press conference, field a team of people. One should chair and control it: his / her job is not to answer questions but to introduce the speakers and give them time to think and some protection. He / she may also allocate questions amongst our team. Others on the team should be a senior person (the Principal) and one or two people with special experience of the incident or problems that it raises.

- Only let in genuine media (ask to see their press cards or ID). Pressure groups can hijack the conference and make it a public debate (which TV will love but we won't).

- Agree ground rules with TV cameras beforehand. If we don't want them coming on the platform, make this clear.

- Ensure the room is tidy and clean, and the background is suitable. Think about our overall image. Dress suitably.

- Let the journalists in by one entrance and have another exit for your own team to leave by. The chairperson should be firm and ensure that the team get away as soon as the conference ends. No 'off the record' private words.

IF THERE IS A TV CAMERA OR MICROPHONE IN THE ROOM ASSUME IT IS RECORDING AT ALL TIMES!

ANNEX D SAMPLE EMERGENCY ACTION PLANS

A crisis by its very nature will present unique challenges, not all of which can be foreseen. Each crisis will require its specific solutions. However, the plans which follow attempt to provide a checklist of possible actions to be undertaken in the event of particular crises. Whilst the plans only provide the most general generic descriptions of crises, they do identify key lines of responsibility and provide a reminder of possible actions. They are thus intended to be helpful rather than prescriptive.

- **Cybersecurity Incident Checklist**
- **Fire Incident Checklist**
- **Severe Weather Checklist**
- **School Trip Incident Checklist**
- **Catering Incident Checklist**
- **Utilities Problem Checklist**

CYBERSECURITY INCIDENT CHECKLIST		
Issue	**What needs to happen**	**Who is going to do it**
Meeting	Call CMC meeting to brief everyone on what has happened	Bursar
	Extent of attack what systems are affected cross check to Appendix 1	IT Network Manager
	Is the cyber-attack affecting internal systems or is it an attack on an external provider e.g. power company	IT Network Manager
	Confirm roles and responsibilities	Bursar
	Agree timing of next meeting	Bursar
	Indication if possible as to how long event likely to last for	IT Network Manager
Communication	Contact Connect	IT Network Manager
	Communication to staff, students, parents, visitors, Chair of Governors	Principal & Vice-Principal
	Prep press statement	PR & Comms Manager
	Monitor / post on social media	PR & Comms Manager
	Do we need to contact the police?	Principal
	Do we need to contact our Insurers?	Bursar
	Do we need to notify the ICO?	Bursar
	Publish a generic statement on the website	PR & Comms Manager
Technical Checklist	Is the attack still going on?	IT Network Manager
	Have all infected computers / systems been removed from the network?	IT Network Manager
	Has the LAN including WiFi been taken down?	IT Network Manager
Teaching & Learning	What impact is the incident going to have on the day's activities?	Vice Principal
	What needs to be changed / rescheduled?	Vice-Principal
	What communication needs to take place with staff?	Vice-Principal
	Circulation of emergency mobile numbers	Vice-Principal
Admin	What impact is the incident going to have on the day's activities?	Vice-Principal / Director of Operations
	What needs to be changed / rescheduled?	Vice-Principal / Director of Operations
	What communication needs to take place with staff?	Vice-Principal / Director of Operations
	How will the school office communicate with the outside world?	Vice-Principal / Director of Operations
	Confirmation that all emergency procedures can still work (e.g. fire, missing student)	Vice-Principal / Director of Operations
Pastoral	What impact is the incident going to have on the day's activities?	Vice-Principal
	What needs to be changed / rescheduled?	Vice-Principal

	What communication needs to take place with staff?	Vice-Principal
Music Department	Are there any concerts scheduled today that the incident will impact?	Director of Music
	Are there any other events which need to be considered?	Director of Music
	What communication needs to take place with staff?	Director of Music
Estates Department	Review of all emergency systems – what is working/not working, are there any concerns	Director of Operations
Wellbeing	Working atmosphere for staff involved	Director of Operations
	Time and space for people to do what they need to do	Director of Operations
	Breaks and refreshments	Bursar / Catering
	Managing stress / no recriminations / resolve issue & learn lessons later	All
Technical Strategy	Plan to recover services	IT Network Manager / Connect / Bursar
	Time frame	IT Network Manager / Bursar
	Resources required	Bursar
	Any specific equipment required – who is going to source it	Bursar
Review	What went well?	All
	What went less well?	All
	What would we do differently next time?	All
	What needs changing in the plan?	All

FIRE INCIDENT CHECKLIST		
Issue	**What needs to happen**	**Who is going to do it**
Immediate Incident Response	Actions in line with Fire Policy	All Staff
Meeting	Out on playing-fields: communication with whole school	SLT
	Communications with SLT off-site if necessary	Principal
	Call CMC meeting to review events, seeking specialist advice from Fire Brigade	Bursar
	Decision as to where students & staff can be relocated	SLT
	Decision as to whether school can remain open; review whether help needed form partner institutions (St Margaret's Bushey; Metropolitan Police Club)	SLT
	Extent of any injuries / health problems resulting; actions to remedy	School Nurse
	Extent of incident / damage	Bursar
	Confirm roles and responsibilities	SLT
	Agree timing of next meeting	Bursar
	Indication if possible as to how long event likely to last for	Bursar
Communication	Contact insurers; contact contractors to arrange for remedial work	Bursar
	Communication to staff, students, parents, visitors, Chair of Governors	Principal, Vice-Principal
	Prep press statement	PR & Comms Manager
	Monitor / post on social media	PR & Comms Manager
	Do we need to contact the police?	Principal
	Publish a generic statement on the website	PR & Comms Manager
Technical Checklist	Are the consequences of the incident still ongoing?	Bursar
	Is alternative teaching accommodation to be made available?	Bursar / Vice-Principal
	Is alternative residential accommodation to be arranged?	Bursar / Houseparents
	How long will affected areas be / remain out of commission?	Vice-Principal
Teaching & Learning	What impact is the incident going to have on the day's activities?	Vice-Principal
	What needs to be changed / rescheduled?	Vice-Principal
	What communication needs to take place with staff?	Vice-Principal
	Circulation of emergency mobile numbers	Vice-Principal
Admin	What impact is the incident going to have on the day's activities?	Vice-Principal / Director of Operations

	What needs to be changed / rescheduled?	Vice-Principal / Director of Operations
	What communication needs to take place with staff?	Vice-Principal / Director of Operations
	Confirmation that all emergency procedures can still work (e.g. fire, missing student)	Vice-Principal / Director of Operations
Pastoral	What impact is the incident going to have on the day's activities?	Vice-Principal
	What needs to be changed / rescheduled?	Vice-Principal
	What communication needs to take place with staff?	Vice-Principal
Music Department	Are there any concerts scheduled today that the incident will impact?	Director of Music
	Are there any other events which need to be considered?	Director of Music
	What communication needs to take place with staff?	Director of Music
Estates Department	Implementation of clear-up, adjustments to make available alternative temporary accommodation	Director of Operations
	Review of relevant emergency systems – what is working / not working; are there any concerns?	Director of Operations
Wellbeing	Working atmosphere for staff involved	Director of Operations
	Time and space for people to do what they need to do	Director of Operations
	Breaks and refreshments	Bursar / Catering
	Managing stress / no recriminations / resolve issue & learn lessons later	All
Review	What went well?	All
	What went less well?	All
	What would we do differently next time?	All
	What needs changing in the plan?	All

SEVERE WEATHER CHECKLIST		
Issue	**What needs to happen**	**Who is going to do it**
Pre-Event Planning	Monitoring weather forecasting and likely impact of severe weather	SLT
	Decision regarding whether the School can stay open or not (and this published to website)	Principal
	Is a staff briefing required concerning minimum expectations of teachers unable to attend work?	Vice-Principal
	Allocation of equipment and responsibilities	Vice-Principal
	Catering contingency planning	Catering Manager
Meeting	Call CMC meeting to brief everyone on what has happened and to discuss what needs to be done for school to operate	Principal
	Extent of difficulties caused and assessment of likely ongoing problems	SLT
	Confirm roles and responsibilities, including assignation of roles to staff working remotely	SLT
	Agree timing of next meeting	SLT
	Indication if possible as to how long difficulties are likely to persist	SLT
Communication	Communication to staff, students, parents, visitors, Chair of Governors	Principal, Vice-Principal
	Prep press statement	PR & Comms Manager
	Monitor / post on social media	PR & Comms Manager
	Do we need to contact our Insurers?	Bursar
	Publish a generic statement on the website	PR & Comms Manager
Technical Checklist	Are paths and roads on campus passable and safe?	Bursar / Vice-Principal
	Are buildings safe and accessible?	Bursar / Vice-Principal
	What is the extent of any cut-off from the surrounding area?	Vice-Principal
	What is the extent of any damage to buildings / campus?	Bursar / Vice-Principal
	Are food supplies affected? What contingency plans if so?	Bursar / Catering
	Is student accommodation affected? What contingency plans if so?	Bursar/ Vice-Principal / Director of Boarding
Teaching & Learning	What impact is the incident going to have on the day's activities?	Vice-Principal
	What needs to be changed / rescheduled?	Vice-Principal
	What communication needs to take place with staff?	Vice-Principal
	Circulation of emergency mobile numbers	Vice-Principal
Admin	Identify priorities in light of staff attendance (What can be done on site? What remotely?)	Vice-Principal / Director of Operations

	What impact is the incident going to have on the day's activities?	Vice-Principal / Director of Operations
	What needs to be changed / rescheduled?	Vice-Principal / Director of Operations
	What communication needs to take place with staff?	Vice-Principal / Director of Operations
	How will the school office communicate with the outside world?	Vice-Principal / Director of Operations
	Confirmation that all emergency procedures can still work (e.g. fire, missing student)	Vice-Principal / Director of Operations
Pastoral	What impact is the incident going to have on the day's activities?	Director of Boarding
	What needs to be changed / rescheduled?	Director of Boarding
	What communication needs to take place with staff?	Director of Boarding
Music Department	Are there any concerts scheduled today that the incident will impact?	Director of Music
	Are there any other events which need to be considered?	Director of Music
	What communication needs to take place with staff?	Director of Music
Estates Department	Review of relevant emergency systems – what is working / not working; are there any concerns?	Vice-Principal
Wellbeing	Working atmosphere for staff involved	Director of Operations
	Time and space for people to do what they need to do	Director of Operations
	Breaks and refreshments	Bursar / Catering
	Managing stress / no recriminations / resolve issue & learn lessons later	All
Technical Strategy	Plan to return to normal operations	SLT
	Time frame	SLT
	Resources required	Bursar
	Any specific equipment required – who is going to source it	Vice-Principal
Review	What went well?	All
	What went less well?	All
	What would we do differently next time?	All
	What needs changing in the plan?	All

SCHOOL TRIP INCIDENT CHECKLIST		
Issue	**What needs to happen**	**Who is going to do it**
Meeting	Call CMC meeting to brief everyone on what has happened	Principal
	Extent of difficulties caused and assessment of likely ongoing problems	Principal, Bursar, Vice-Principal, DoB
	Confirm roles and responsibilities, including whether a member of SLT is needed at the incident site	Principal, Bursar, Vice-Principal, DoB
	Agree timing of next meeting	Principal, Bursar, Vice-Principal, DoB
	Indication if possible as to how long difficulties are likely to persist	Principal, Bursar, Vice-Principal, DoB
Communication	Communication to staff, students, parents, visitors, Chair of Governors	Principal, Vice-Principal
	Prep press statement	PR & Comms Manager
	Monitor / post on social media	PR & Comms Manager
	Do we need to contact our Insurers?	Bursar
	Publish a generic statement on the website	PR & Comms Manager
Teaching & Learning	What impact is the incident going to have on the day's activities?	Vice-Principal
	What needs to be changed / rescheduled?	Vice-Principal
	What communication needs to take place with staff?	Vice-Principal
	Circulation of emergency mobile numbers	Vice-Principal
Admin	What impact is the incident going to have on the day's activities?	Vice-Principal / Director of Operations
	What needs to be changed / rescheduled?	Vice-Principal / Director of Operations
	What communication needs to take place with staff?	Vice-Principal / Director of Operations
	How will the school office communicate with the outside world?	Vice-Principal / Director of Operations
Pastoral	What impact is the incident going to have on the day's activities?	Vice-Principal, DoB
	What needs to be changed / rescheduled?	Vice-Principal, DoM, DoB
	What communication needs to take place with staff?	Principal, Bursar, Vice-Principal, DoB
Music Department	Are there any concerts scheduled today that the incident will impact?	Director of Music
	Are there any other events which need to be considered?	Director of Music

	What communication needs to take place with staff?	Director of Music
Estates Department	Review of relevant emergency systems – what is working / not working; are there any concerns?	Vice-Principal
Wellbeing	Working atmosphere for staff involved	Bursar
	Time and space for people to do what they need to do	Bursar
	Breaks and refreshments	Bursar / Catering
	Managing stress / no recriminations / resolve issue & learn lessons later	All
Technical Strategy	Plan to return to normal operations	SLT
	Time frame	SLT
	Resources required	Bursar
Review	What went well?	All
	What went less well?	All
	What would we do differently next time?	All
	What needs changing in the plan?	All

CATERING INCIDENT CHECKLIST		
Issue	**What needs to happen**	**Who is going to do it**
Meeting	Call CMC meeting to brief everyone on what has happened	Bursar
	Extent of difficulties caused and assessment of likely ongoing problems	Bursar
	Consult with School Medical Officer to assess any consequences	Vice-Principal /DoB
	Contact Holroyd Howe	Bursar
	Can the School continue to star open; assessment & decision	SLT
	Confirm roles and responsibilities	Bursar
	Agree timing of next meeting	Bursar
	Indication if possible as to how long difficulties are likely to persist	Bursar
Communication	Communication to staff, students, parents, visitors, Chair of Governors	Principal, Vice-Principal
	Prep press statement	PR & Comms Manager
	Monitor / post on social media	PR & Comms Manager
	Do we need to contact our Insurers?	Bursar
	Publish a generic statement on the website	PR & Comms Manager
Technical Checklist	Discuss, agree and clarify contingency plans	Bursar / Catering
Teaching & Learning, Pastoral , Admin	What impact is the incident going to have on the day's activities?	Vice-Principal
	What needs to be changed / rescheduled?	Vice-Principal
	What communication needs to take place with staff?	Vice-Principal
	How will the school office communicate with the outside world?	Vice-Principal
	Confirmation that all emergency procedures can still work (e.g. fire, missing student)	Vice-Principal
Music Department	Are there any concerts scheduled today that the incident will impact?	Director of Music
	Are there any other events which need to be considered?	Director of Music
	What communication needs to take place with staff?	Director of Music
Estates Department	Review of relevant emergency systems – what is working / not working; are there any concerns?	Vice-Principal
Wellbeing	Working atmosphere for staff involved	Director of Operations
	Managing stress / no recriminations / resolve issue & learn lessons later	All
Technical Strategy	Plan to return to normal operations	Bursar / Catering
	Time frame	Bursar / Catering
	Resources required	Bursar / Catering
	Any specific equipment required – who is going to source it	Bursar / Catering

Review	What went well?	All
	What went less well?	All
	What would we do differently next time?	All
	What needs changing in the plan?	All
UTILITIES PROBLEM CHECKLIST		
Issue	**What needs to happen**	**Who is going to do it**
Meeting	Call CMC meeting to brief everyone on what has happened	Bursar
	Extent of difficulties caused and assessment of likely ongoing problems	SLT
	Discussion of whether school can operate or note; if school remains open, is help needed from partner institutions (St Margaret's Bushey, Metropolitan Police Club)	SLT
	Confirm roles and responsibilities	SLT
	Agree timing of next meeting	SLT
	Indication if possible as to how long difficulties are likely to persist	Bursar
Communication	Communication to staff, students, parents, visitors, Chair of Governors	Principal, Vice-Principal
	Communication with Bridge and other contractors as necessary	Bursar
	Communication with Holroyd Howe	Bursar
	Prep press statement	PR & Comms Manager
	Monitor / post on social media	PR & Comms Manager
	Do we need to contact our Insurers?	Bursar
	Publish a generic statement on the website	PR & Comms Manager
Technical Checklist	Discuss, agree and clarify contingency plans	Bursar
	Are food supplies affected? What contingency plans if so?	Bursar / Catering
Teaching & Learning	What impact is the incident going to have on the day's activities?	Vice-Principal
	What needs to be changed / rescheduled?	Vice-Principal
	What communication needs to take place with staff?	Vice-Principal
	Confirmation that all emergency procedures can still work (e.g. fire, missing student)	Vice-Principal
Admin	What impact is the incident going to have on the day's activities?	Vice-Principal / Director of Operations
	What needs to be changed / rescheduled?	Vice-Principal / Director of Operations
	What communication needs to take place with staff?	Vice-Principal / Director of Operations
	How will the school office communicate with the outside world?	Vice-Principal / Director of Operations

	Confirmation that all emergency procedures can still work (e.g. fire, missing student)	Vice-Principal / Director of Operations
Pastoral	What impact is the incident going to have on the day's activities?	Vice-Principal /DoB
	What needs to be changed / rescheduled?	Vice-Principal /DoB
	What communication needs to take place with staff?	Vice-Principal /DoB
Music Department	Are there any concerts scheduled today that the incident will impact?	Director of Music
	Are there any other events which need to be considered?	Director of Music
	What communication needs to take place with staff?	Director of Music
Wellbeing	Working atmosphere for staff involved	Director of Operations
	Managing stress / no recriminations / resolve issue & learn lessons later	All
Technical Strategy	Plan to return to normal operations	Bursar
	Time frame	Bursar / Vice-Principal
	Resources required	Bursar
	Any specific equipment required – who is going to source it	Bursar / Vice-Principal
Review	What went well?	All
	What went less well?	All
	What would we do differently next time?	All
	What needs changing in the plan?	All

EMERGENCY CONTACT TELEPHONE NUMBERS:

CRISIS MANAGEMENT COMMITTEE:

Mr	Paul	Bambrough	07471 748468	Principal – Overall decisions, Policy
Mr	Adam	Wroblewski	07934 934073	Bursar
Mr	Tom	Burns	07985 275812	Vice-Principal – Pastoral and Student Welfare
Mr	Paul	Hoskins	07904 125264	Director of Music
Mrs	Susannah	Curran	07958 395652	PR/Communications Manager – Media Liaison, School Website
Miss	Kirsten	McLintock	07503 929379	Director of Boarding
Mrs	Sarah	Graham	07951 836194	EA to the Principal – Secretary to the Committee

If necessary the following may be required:

Mrs	Mariya	Hristova	07970 705801	Finance Manager – Release of Emergency Funds (if required)
Mr	Simon	Kingsbury	07771 861321	IT Manager – Electronic Communications including internet activity
Miss	Rosie	McManus	07746 328127	School Nurse – Looking after Students, Parents or Staff on site
Mr	Bernard	Trafford	07866 604266	Chair of Governors
Mrs	Emma	Bantock	07754 596787	Director of Operations

POLICE – 999 in an emergency, 101 in a non-emergency

FIRE – 999 in an emergency. 01923 481956 – Watford Fire Station

AMBULANCE – 999 in an emergency. NHS Direct 111. Attenborough Surgery 01923 231633 (office hours only)

Alternative evacuation points:
Metropolitan Police Club (opposite School) 01923 243947

St Margaret's School 0208 103 6775