

CHRIST'S HOSPITAL

MAJOR INCIDENT MANAGEMENT PLAN

Introduction

It is appropriate for any organisation to planning for the worst (a major incident), with the objectives of firstly reducing the likelihood of a major incident occurring and secondly, preparation to deal with a major incident. Such planning reduces the potential for negative consequences and protects the ongoing effective operation of the organisation and its primary functions.

In certain circumstances, a major incident may critically affect the continued operation of the organisation, and as such, the use of the term 'major incident' throughout this document should be taken to include critical incidents.

National minimum standards for boarding schools (Standard 9.4) direct schools to have written procedures setting out the contingency arrangements in case of a major incident, including what happens in the case of an overnight emergency where the premises need to be evacuated. For these, and all contingency arrangements, refer to the Business Continuity Plan.

With reference to the:

- Terrorism (Protection of Premises) Act; and
- DfE Protective security and preparedness for education settings guidance

Both direct that establishments prepare for a terrorist attack in three main ways. These are:

- lockdown – emergency securing of a building (to protect the occupants inside);
- invacuation – emergency retreat into a building; and
- evacuation – emergency exit from a building.

Christ's Hospital (CH) arrangements for these three specific types of major incident response are set out in the Evacuation, Invacuation and Lockdown (EIL) Procedures document (separate to this plan).

As also required by the Terrorism (Protection of Premises) Act, CH will ensure that all necessary risk reduction measures required of a Standard tier premises will be in place, including nominating the Security Manager as the 'responsible person' and registering this individual with the Security Industry Authority when it is accepting notifications, which is expected to be in 2027 when the regulation comes into force. However, along with drafting the EIL Procedures, CH has already implemented all other required measures.

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General

This plan cannot realistically, and therefore is not intended to, cover every possible response to every possible type of major incident; each incident is unique and all those involved must use their experience, training, knowledge and judgement as they see best in the moment. Instead, this plan is intended to provide an initial steer to those who will take charge and lead with a response in the early stages of a major incident. For guidance on restoring the organisation to normal operations after the immediate response, refer to the Business Continuity Plan.

It should be noted that the various emergency response bodies will have their own definitions of what constitutes a major incident. Generally, emergency services describe a major incident as 'an event or situation with a range of serious consequences, which requires an immediate response to implement special arrangements from one or more of the emergency responder agencies'. It is likely to involve serious harm, damage or disruption and pose a risk to human life, such as an explosion, a terrorist attack, a building collapse or a large-scale traffic accident'.

When dealing with any form of major incident, there are three key stages:

- 1) **RESPOND** Assess the incident, contain it and focus on the initial primary priority to ensure the ongoing safety of students, staff, other site users and property, remaining alert to individuals that may be in flight, fight or shutdown mode. Involve the appropriate emergency services as necessary and prepare to respond to information requests from next of kin (NOK), the media and possibly regulators. This is a reactive protective phase. As a major incident, this stage will be managed by initiating the Major Incident Management Plan and by members of the Major Incident Management Team.
 - 2) **RECOVER** Re-establish operational control. Determine which operations can/cannot be delivered at that time and reshape business continuity accordingly. Assessment of operational capability will be fluid and require frequent reassessment, based on expected service, infrastructure and facility restoration timescales as they become known. Issue media statements and communications to key groups: staff, residents, parents, students, and stakeholders. This is a proactive stabilisation stage, which will be managed by members of the Major Incident Management Team and/or other senior managers, with reference to the Business Continuity Plan.
 - 3) **RESTORE** Resume normal operations and return to 'business as usual' as soon as practicably possible, restoring services, infrastructure and facilities in part or in full, whilst remaining alert to the often unpredictable way individuals may react after the event. Provide reassurance and support to those affected whilst looking to the future. Begin longer term work to repair significant damage to premises and property. This is a proactive emergent stage, based on the Business Continuity Plan, which would normally be managed by senior managers rather than by the Major Incident Management Team.
- **PROTECT > STABILISE > EMERGE**

By the very nature of a major incident, it will not be possible to manage every aspect of it perfectly; aiming for the best reasonably possible outcome is the most realistic objective.

The key steps in dealing with each stage of any major incident are as follows:

RESPOND: Immediate action

Gather adequate incident detail on which to base a response. Refer to Appendix A or the NaCTSO Bomb Threat Actions Checklist if applicable (see 'Bomb threat' below).

Refer to Appendix B: Immediate Action Response Flowchart

Refer to Appendix C: Immediate Action Response Checklist

Establish a Major Incident Management Team (MIMT) as appropriate. Refer to Appendix D.

Establish a Major Incident Control Centre (MICC) as necessary. Refer to Appendix E.

Make use of Major Incident Grab Pack contents to assist. Provide attending emergency services (mostly the Fire and Rescue Service) with the Security Grab Pack or selected contents, as necessary. Refer to Appendix K.

Response to specific types of major incident

For guidance in response to a major incident negatively affecting the following, refer to the Business Continuity Plan.

- People: through illness, industrial action, inability to access the school etc.
- Premises: through fire, flood, structural damage, vandalism etc.
- Plant and equipment: such as boilers, catering equipment, fire alarm systems, IT systems etc.
- Utilities: such as gas, electrical, mains water and sewerage services.
- Data/information: such as IT, comms, record retention systems etc.
- Suppliers: such as IT and catering services, buildings maintenance contractors etc.
- Legally compliant assets

The Business Continuity Plan makes reference to:

- Emergency Power Generation Contingency Plan
- Lodestone House Contingency Plan
- CTS (IT) SOP IT208 – System Management – Emergency Call-Out Procedure
- CTS (IT) SOP IT501 – Disaster Recovery – In the Event of Disaster
- CTS (IT) SOP IT 502 – Critical Incident Plan
- CTS (IT) SOP IT301 – Security – Management of User IDs and User Access
- CTS (IT) SOP IT401 – Data Management – Data Backup

Evacuation, invacuation and lockdown

For our approach to and guidance in response to major incidents requiring non-standard evacuation, invacuation or lockdown, refer to the Evacuation, Invacuation and Lockdown (EIL) Procedures.

Bomb threat

For guidance on an immediate response to a bomb threat, refer to NaCTSO Bomb Threat Actions Checklist. This has been distributed to those 'front facing' staff most likely to receive the initial phone call or message via public use 'general enquiry' contact phone numbers and email addresses or social media messaging.

Regardless that a threat may state that we should not contact police, we must do so. Our approach will always be to follow police directions.

Firstly, the police will assess the credibility of a threat. Gathering as much information about a threat received by phone call or digitally will assist them with this. If the threat does not appear credible, they may not attend site and instead instruct us to look for anything suspicious on site and report findings to them.

All staff should be prompted to look for anything unusual or suspicious in their work areas along with areas currently unoccupied and be instructed not to disturb anything suspicious; only report it. Estate teams should be directed to search the grounds and any unoccupied buildings.

If a threat appears credible and is specific, we should act accordingly, e.g. evacuate a particular building and the area within a 200m radius, which may need to include neighbouring premises. Otherwise, our response to a general threat or a threat that does not appear to be credible may be invacuation.

It is not a safety risk to use a fire alarm to initiate evacuation in the case of a bomb threat.

Major incidents that occur off site

Refer to Appendix I.

Major incidents involving a motor vehicle

Refer to Appendix J.

RECOVER

Refer to Appendix G Recovery and Restoration Checklist

RESTORE

Refer to Appendix G Recovery and Restoration Checklist

Major Incident Management Team (MIMT)

A contact list of key individuals (with suggested roles) that will likely be part of this team (Appendix D) will be maintained in hard copy by the School Office. These contact details are maintained within a wider hard copy school contacts list, kept within the School Office/SLT Grab Pack. Annex D, populated with contact details, will be kept in the Security/Emergency Services Grab Pack.

The MIMT may be activated by any member of SLT on being notified or experiencing an incident that appears to constitute 'major' actual or potential impact on CH. A key detail of this communication will be to decide to on/convey the location of the Major Incident Control Centre (MICC).

Whenever possible, the first people to be notified should be the Head and/or Chief Operating Officer, or otherwise a Deputy Head, whether they are on or off-site. However, informing these individuals must not delay taking responsive protective action, which is initially the primary priority.

The immediate general tasks of the MIMT are summarised in the Major Incident Immediate Action Response Flowchart and Checklist (Appendices A and B). Once these actions have been addressed, consideration should be given to the actions needed to manage specific types of major incident.

The MIMT is led by the Major Incident Manager (MIM), aka 'IC' in charge, operating as Gold Command. The team is responsible for:

- gathering key information;
- deciding on, prioritising, taking and communicating responsive actions;
- managing resources and delegating actions;
- communicating with key individuals and groups;
- facilitating the appropriate flow of accurate information; and
- transitioning the organisation into recovery and restoration phases.

Emergency repose services will expect the MIMT to have a **Gold** > **Silver** > **Bronze** (GSB) command structure. The IC must structure the team accordingly and the team should describe themselves as such and communicate their formation (in this structure) to staff. A suggested GSB Command Structure is conveyed by colour coding in the table in Appendix D.

A key point is that a GSB command structure may need to differ from the usual school SLT structure. This is because the GSB structure must be appropriate to the incident and relative to the senior staff available and their location. For example, if the incident is off-site, Platinum and Gold Command may be based at the school, but Silver and/or Bronze Command may be at or subsequently travelling to the off-site location.

A command structure does not normally include a 'Platinum' level. At CH, this represents the most senior staff who, whilst they may not have the most detailed knowledge of event arrangements or may be in a non-operational role and therefore not best placed to take on the role of Gold Command, are still the most senior representative(s) of the organisation; St Matthew's Day is an example of this.

The individuals appointed to be part of the MIMT will be bespoke to the nature of the incident. The suggested roles are for guidance only; the IC should allocate roles to suit the circumstances of the incident and the skills and experience of individuals. Other members of staff may be co-opted to deal with specific issues or if required to relieve a team member if the incident is prolonged.

In some circumstances, it might not be safe for MIMT candidates to leave their locations to travel to the MICC. Equally, they may not be able to play an active part in a MIMT and should therefore not be appointed. This could occur, for example, in an evacuation or lockdown situation. In such circumstances, pockets of SLT may work independently until it is possible to come together and operate as a team.

Communication methods during a major incident

In a major incident situation, the school will communicate using the following methods:

- mobile phones;
- two-way radios;
- face-to-face;
- Alertus desktop notifications.

All work mobile phone numbers and the personal mobile phone numbers of key staff are obtained and input into iSAMS. School Post can draw on this data and use it to send a text message (of any wording) to all staff whose numbers are held, particular groups of staff and/or particular individuals simultaneously. This functionality is managed by the School Office team, who maintain both phone number currency and ensure that there is sufficient monetary credit loaded in readiness to be able to send a great number of text messages when needed.

Two-way radios are carried by all Buildings Maintenance and Security team members, who are all always live on the same, shared, channel (Channel 1). A small number of spare radios, kept on charge, are available from Security.

Alertus is a powerful tool, applying a message to the desktop of all active desktop and laptop devices on the CH network at the time it is sent. It is the main way that messaging across the site simultaneously, or to a whole building, will take place. Limitations are that it does not link to tablets or mobile phones.

It is accepted that not everyone on site will be in front of an active desktop. However, it is anticipated that staff within a building will endeavour to communicate with each other and other building occupants in other ways, to ensure that everyone is aware. Staff that are outside, such as on sports pitches, will need to be communicated with in other ways. Staff off site on trips will also need to be communicated with in other ways, to prevent them from returning to site until the emergency is over. But as they are not on site, this may not be an immediate priority. Major incident drills and exercises using Alertus will reinforce these desired communication behaviours in staff and help identify weaknesses and improvements in the system.

Use of Alertus must be undertaken with care, to ensure that those receiving the messages are not overly alarmed and that messaging is clear and directive. As such, only certain staff have authority to issue Alertus messages. This group contains individuals that most staff would naturally think to call and know the number of, such as Security:

- All members of SLT
- Head's EA
- Project Officer and COO EA
- Deputy Heads' PA
- SLT PA
- School Office Manager
- Compliance Manager
- Director of Operations
- All members of the Security team (who should refer to the Security Manager before posting unless there is an immediate threat to life)

For guidance in managing communications during a major incident, refer to Appendix H.

First aid response to a major incident

Refer to the First Aid Policy for details of site first aid arrangements, including those for catastrophic bleeding first aid-trained staff and kits.

Exam interruption by a major (evacuation or lockdown) incident

Refer to the EIL Procedures for details of arrangements in place if should examinations are be interrupted by a major (evacuation or lockdown) incident.

Major incident close down

An 'all clear' automated emergency warning message can be sent. However, depending upon the nature of the situation, other forms of communication may be appropriate and/or necessary to convey the end of the threat to all members of the school community in their various locations around the site.

At the time the alarm was raised, anyone that had been on the periphery of the site and was instructed to leave should be contacted and informed that they can return. This should be undertaken by whoever made the original telephone call(s) giving the instruction to leave.

Depending on the nature of the incident, emergency services may have gathered everyone in a holding area. If not, as with a major fire event, the Major Incident Manager must direct everyone to attend a specific location for roll call to take place. For example, the Chapel, or boarding houses in conjunction with the Chapel or the Dining Hall. This assembly location can be added to the 'all clear' emergency message.

Nobody should consider that a major incident situation has come to an end until a member of the SLT makes a formal statement that this is the case. Ways in which this may take place are an emergency 'close down' message issued via Alertus which will need to specify that the sender is a member of SLT, or by email sent by, or a verbal announcement given at a collective assembly point, by a member of SLT.

Staff training to prevent or prepare for a major incident

Refer to the EIL Procedures for details of staff training in EIL, in the form of terrorism awareness prevention training and routine EIL drill exercises.

Careful planning and preparation for any major incident exercise is necessary to ensure a balance between a challenging test of the policy and/or procedures and the risk of causing undue distress or a false alarm situation.

Where operationally practicable, it is our intention to conduct a major incident management exercise once per academic year. This may be in the form of a desktop or a functional exercise. Any potential major incident that the organisation is required to plan for in detail, including the provision of a command structure and specific response plans to third parties, such as St Matthew's Day 2024 and 2027, or any unplanned actual major incident that takes place, will constitute the one exercise per academic year.

A moderate scale fire and rescue exercise, in collaboration with the Fire & Rescue Service, takes place on the school site annually.

Review

Following a drill, exercise or actual event, the effectiveness of these procedures will be reviewed and any necessary changes made. Otherwise, this document will be reviewed every two years, or whenever a significant operational change dictates; whichever is sooner.

Author: AXP

Date of last review: February 2026

Date of next review: February 2028

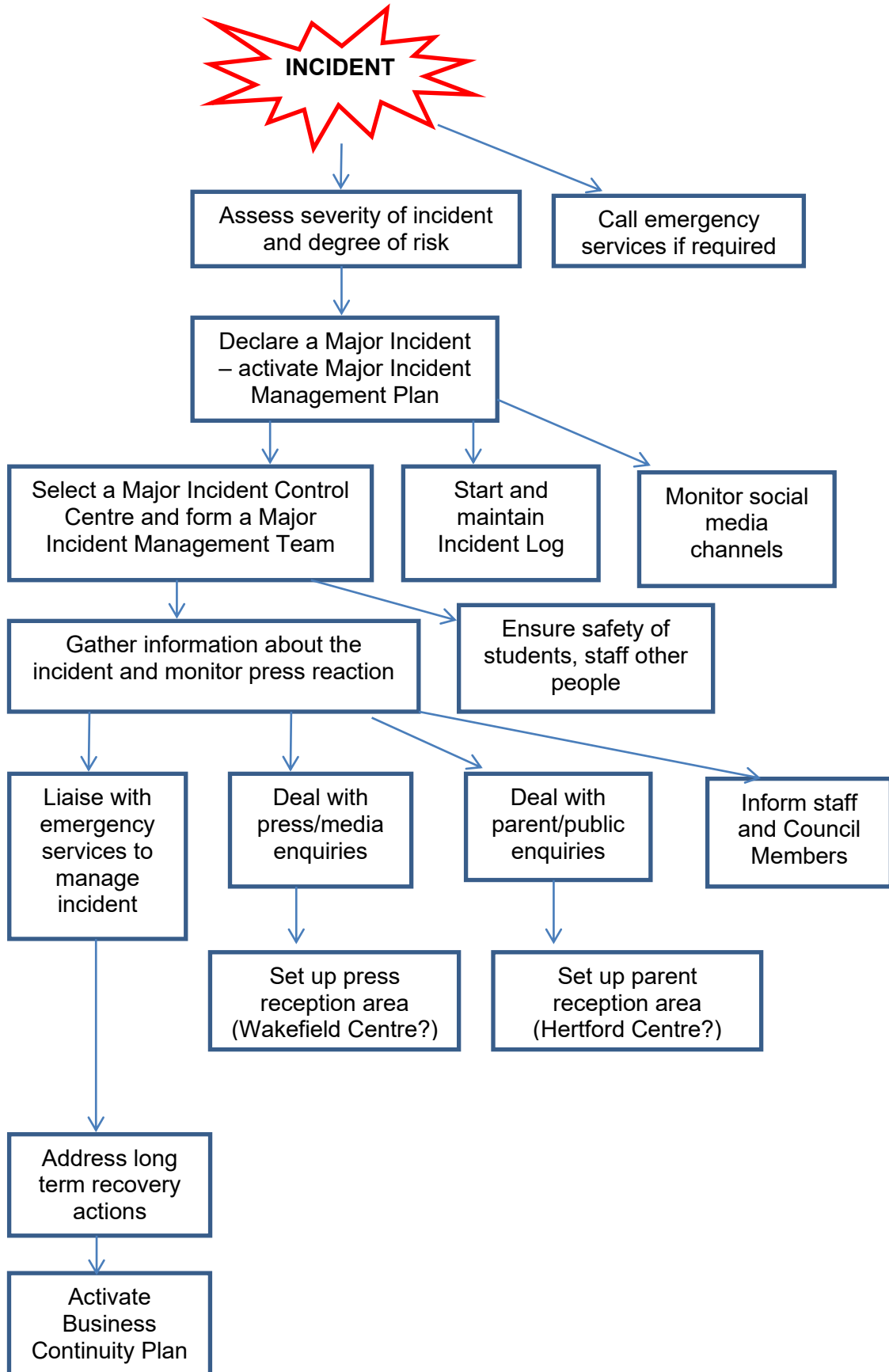
MAJOR INCIDENT INFORMATION GATHERING PROMPT

Establish the following information as accurately and quickly as possible as key response decisions and actions will depend upon this immediate information.

Who is providing this information?	
Their contact telephone number	
Their current location	
Where is the incident?	
What happened?	
When did it happen – date and time?	
Who and how many CH individuals have been affected?	
Who and how many CH individuals have been injured?	
Are there any fatalities? <i>NB only emergency services can confirm this and inform NOK</i>	
Who and how many are unaccounted for?	

<p>Have emergency services been requested/attended?</p>	<p>Which services?</p> <p>Did they give the location they would be taking individuals to?</p> <p>Are there contact details for any specific attending individuals?</p>
<p>How are those uninjured being cared for?</p>	
<p>What assistance is immediately required and where?</p>	
<p>What further assistance is required and where?</p>	
<p>Who needs to travel to the location?</p>	
<p>Are there any media concerns?</p>	<p>Is the media present/aware?</p> <p>Have staff and students been instructed not to comment and not to communicate (phone or post) with home or other people?</p> <p>Have student phones been confiscated?</p>
<p>What dedicated CH point of contact (POC) and phone number should be used by the CH lead at the scene?</p>	
<p>Name of the person receiving this information:</p>	
<p>Time of receiving this information:</p>	
<p>Date of receiving this information:</p>	

MAJOR INCIDENT IMMEDIATE ACTION RESPONSE FLOWCHART



MAJOR INCIDENT IMMEDIATE ACTION RESPONSE CHECKLIST

Action	Completed (tick)	Completed by (initials)
Establish what has happened, where, who is involved and if anyone is injured. – Receive/complete Appendix A details.		
Contact emergency response services as necessary.		
Address any immediate threats to the safety of individuals. <ul style="list-style-type: none"> Send sitewide or localised emergency alert communications as necessary, if possible. 		
Provide emergency first aid as needed where possible. <ul style="list-style-type: none"> Refer to the First Aid Register Refer to the Catastrophic Bleeding First Aider signage Contact the Medical Centre 		
Form a Major Incident Management Team (Appendix D).		
MIMT to designate and convene in a Major Incident Control Centre and communicate the location (Appendix E).		
Appoint and communicate the Major Incident Manager.		
Appoint an individual to keep an Incident Log, recording all key incident response actions: who, what, when, where. <ul style="list-style-type: none"> Communicate the identity of this individual, so that all actions are reported to them. Also maintain a Communications Log. 		
Assign all Major Incident Manager Team roles (Appendix D).		
Review the status of any ongoing risks to people or property.		
Alert/inform other key individuals or groups, such as the Treasurer, other Council Members (via the Treasurer), insurers, parents and other stakeholders as necessary.		
Instruct staff not to comment/speak with the press and on where to redirect press enquiries. Consider appointing an official spokesperson, including engaging the school's crisis communications consultant.		
Make immediate/ASAPP reports to regulators as required.		
Protect the site and site occupants from unwanted intrusion; heighten site security.		
Divert site traffic as necessary.		
Monitor media coverage and social media activity.		
Apply answer phone messaging to/divert phone lines and shut down phone lines and media channels as appropriate.		
Prepare to respond to information requests from NOK, the media, the public, regulators and other stakeholders.		
Establish and publish dedicated contact details/channels for various key groups, such as NOK and the media.		
Prepare internal and external communications.		
Prepare separate staff and student NOK reception centres if necessary. Organise discrete/protected access/egress routes.		

MAJOR INCIDENT MANAGEMENT TEAM FORMATION

Members and roles

The likely members of the Major Incident Management Team and their suggested roles are as follows:

Organisational role	Principal collaboration with	Expected incident role/responsibilities	Individual(s) appointed (initials)
Head (CEO)	COO and Deputy Heads	Major Incident Manager (MIM) 'IC' in charge	
Chief Operating Officer (COO)	CEO, Deputy Heads and Support Services Directors	'MIM/IC or '2IC' 2 nd in charge	
Deputy Head 1	CEO and COO Assistant Heads Support Services Directors	Student welfare Student NOK liaison and reception facilities Internal student communications	
Deputy Head 2	CEO and COO Assistant Heads Support Services Directors	Staff welfare and major school event lead Internal staff communications	
Assistant Head Digital and Innovation	CEO and COO Deputy Heads Support Services Directors	ICT function and support MICC setup and operation	
Assistant Head Academic		Student data and academic arrangements	
Assistant Head Boarding		Student accommodation and welfare	
Assistant Head Broader Curriculum		As required	
Assistant Head Scholarship		As required	
People and Culture Director	COO	Staff welfare and administration Staff NOK liaison and reception facilities	
Finance Director	COO	Funding of any major incident costs	

Marketing and Admissions Director	CEO and COO Business and Commercial Director Development Director	Media monitoring External media communications Other external and internal communications	
Property Director	COO Operations Director Estate Managers	Site buildings, facilities and security operation, recovery and restoration Heritage buildings Neighbourhood liaison	
Operations Director	COO Property Director Estate Managers	Site buildings, facilities and security operation, recovery and restoration	
Business and Commercial Director	CEO and COO Marketing and Admissions Director Development Director SHEF Manager	Council and stakeholder communications Regulatory enquiries/legal matters support Non-CH social media monitoring External media communications Other external and internal communications	
Development Director	Marketing and Admissions Director Business and Commercial Director	Stakeholder communications	
Head of IT Services	COO Assistant Head Digital and Innovation	ICT function and support	
BCS General Manager (if the incident directly affects BCS)	COO Business and Commercial Director	Local Gold Command	
Trip Leader in situ	Deputy Heads	Local Gold Command	
EA/PAs to Head, COO, Deputy Heads and Assistant Heads	SLT	Co-ordination of administration Key administration, such as the Incident Log and Communications Log MICC supplies MIMT welfare needs	
School Office Manager	Project Officer and EA to COO	Administration support	
Content Marketing Lead	Marketing and Admissions Director	Press/media liaison and social media management	

Compliance Officer (SHEF Manager)	Business and Commercial Director	General incident response support Regulatory liaison	
School Marshal	Deputy and Assistant Heads	General incident response support	
Security Manager	Property Director	Site security	
Domestic Operations Manager	Operations Director	Porterage, cleaning, laundry, wardrobe etc	
Accommodation Manager		Residential accommodation and residents	
Grounds Manager		Site grounds and security support	
Buildings Maintenance Manager		Site buildings and facilities	
Lodestone House Catering Manager	Business and Commercial Director	Catering provision to staff, students, reception centres and possibly emergency services	
Commercial and Community Access Manager	Business and Commercial Director	BCS operation, CHEL operation, nursery operation	
Medical Centre, Therapy, Safeguarding, Chaplaincy and SEN leads	Deputy and Assistant Heads Houseparents	Student health and wellbeing	
International Student Lead	Assistant Head Boarding	International parent/guardian liaison	
Houseparents	Assistant Head Boarding	Student welfare	
Museum Curator	COO Property Director Operations Director	Protection, recovery and restoration of heritage artifacts	

MAJOR INCIDENT CONTROL CENTRE SETUP CHECKLIST

Action	Completed (tick)	Completed by (initials)
Identify a suitable location*		
Communicate the location and display MICC signage.		
Have sufficient phone lines in/out of the location Dedicate certain phone lines for certain incoming calls. <ul style="list-style-type: none"> Keep at least one phone free from incoming calls to make outgoing calls on. Keep at least one phone with conferencing capability free. 		
Communicate MICC contact numbers/phone lines.		
Have sufficient PCs and/or laptops available for use.		
If the event is likely to make regional or national news, have TV (BBC News 24) or radio playing in the background. Or delegate to the Marketing department.		
Have sufficient desk space and seating.		
Have adequate lighting.		
Have administration support on hand.		
Have stationary supplies on hand.		
Have white/display boards on hand.		
Arrange for catering.		
Have adequate air warming/cooling and movement.		
Access and use the School Office Major Incident Grab Pack as a resource. If this is not possible, access the Security Pack.		

*The likely location of the MICC will be the SLT/School Offices cluster, unless these buildings are not functional or accessible due to the incident. Potential alternative locations could be:

- Mellstrom Centre
- Support Services Centre
- LARC
- Finance Offices (top floor of the Counting House)

The selected location needs to have sufficient data ports for desk phones and PCs, and/or good mobile and wi-fi signal, with welfare and printing/copying/scanning facilities in close proximity.

The best location of the MICC might be as central to the site as possible, for accessibility purposes; or located close to the site of the incident, if this would be operationally beneficial and safe. Alternatively, it may be safer to be as far away from the site of the incident as possible.

MAJOR INCIDENT GRAB PACKS

Three document grab packs will be maintained on site.

These will be located:

- 1) Security Office
- 2) School Office
- 3) Head's Office

The Security grab pack will be for CH Alarm Response Team (ART) use. Provide attending emergency services (mostly the Fire and Rescue Service) with selected contents, or the whole pack, as necessary. It is appropriate to provide the whole pack to emergency services if they set up their own MICC on the site.

The School Office grab pack will be for SLT use, in the likely location of the school's MICC, unless circumstances prevent this. As such, it will have more resources in it than the pack for ART and emergency services use, such as an extensive key contacts list and copies of relevant policies and procedures.

The Security and School Office packs will be maintained by the SHEF Manager, with assistance from the School Office to maintain the School Office pack. The School Office will maintain the Head's Office pack.

A hypothermia management kit grab pack is also located in Security.

Catastrophic bleeding first aid kits are also located around the site. Refer to 'Catastrophic Bleeding First Aid Trained Staff' notices for location details.

Defibrillators are stationed in the following locations:

- Security
- Medical Centre
- Theatre
- Servery corridor
- BCS

Spare two-way radios are available from Security.

MAJOR INCIDENT RECOVERY AND RESTORATION CHECKLIST

Action	Completed (tick)	Completed by (initials)
Reference the Business Continuity Plan.		
Have remedial cost funding arrangement in place.		
Determine if any critical buildings, facilities, services and functions are not operational.		
Determine internal capacity and capability to restore critical infrastructure and establish likely restoration timescales.		
Employ recovery contractors as necessary. Determine their attendance timescales.		
Establish likely restoration timescales of critical infrastructure.		
Assess available staffing levels to deliver critical operations and redeploy staff where necessary and practicable.		
Review the likelihood that critical buildings, facilities, services and functions will be operational within the next 24 hours.		
Reshape delivery of key support services for the next 24 hours.		
Reshape delivery of student education for the next 24 hours.		
Divert day students as appropriate.		
Send some/all students home as necessary.		
Divert non-resident staff as appropriate.		
Send some/all non-critical staff home as appropriate.		
Facilitate home working for staff as appropriate.		
Issue media statements.		
Issue communications to key groups: staff, residents, parents, students, Council Members, close neighbours, BCS members and other stakeholders.		
Make slower-time reports to regulators and stakeholders as required, such as the Charity Commission.		
Communicate directly with staff and student NOK.		
Operate NOK reception centres as necessary.		
Monitor staff time on the job and ensure adequate welfare and rest and staff rotation.		
Assess and address the immediate general welfare and wellbeing needs of all students.		
Assess and address the immediate wellbeing needs of individual students: those with SEN, exposed to trauma etc.		
Assess and address the immediate general welfare and wellbeing needs of all staff.		
Assess and address the immediate wellbeing needs of individual staff: those with disabilities/physical or mental health challenges, those exposed to trauma etc.		
Repeat (regularly) communication updates to all key groups.		
Review the likelihood that critical buildings, facilities, services		

and functions will be operational within a further 24 hours and reshape operational delivery accordingly.		
<i>Continue with regular operational review and reshaping, based on operational updates, until all critical buildings, facilities, services and functions are restored.</i>		
Return the majority of students to site.		
Return the majority of staff to site.		
Provide for the ongoing/longer-term general wellbeing needs of all students affected.		
Provide for the ongoing/longer term wellbeing needs of all staff affected.		
Continue with bespoke wellbeing support for individual staff and students significantly affected.		
Restore all normal operations and resume business as normal.		
Begin longer term work to restore significantly damaged property.		
Conduct a review of organisational response.		
Revise major incident response plans and procedures as appropriate relative to review findings.		

MAJOR INCIDENT COMMUNICATIONS MANAGEMENT GUIDE

A wide variety of incidents (not all of which constitute a major incident) and communications issued could harm the reputation of the school if they are not handled/worded well. Conversely, a well-handled major incident including professional external and internal communications by the school can provide an opportunity to demonstrate that we are a caring and responsible organisation, worthy of good repute. The following is intended to provide guidance to ensure good and professional communication management.

In relation to communications management during a major incident, various checklists within this document prompt for the following:

Communicate the location and display MICC signage.
Communicate MICC contact numbers/phone lines.
Monitor media coverage.
If the event is likely to make regional or national news, have TV (BBC News 24) or radio playing in the background. Or delegate to the Marketing team.
Apply answer phone messaging to/divert phone lines and shut down phone lines and media channels as appropriate.
Prepare to respond to information requests from NOK, the media, the public, regulators and stakeholders.
Establish and publish dedicated contact details/channels for various key groups, such as NOK and the media.
Alert/inform other key individuals or groups, such as the Treasurer, other Council Members (via the Treasurer), insurers, parents and other stakeholders as necessary.
Make immediate/ASAPP reports to regulators as required.
Instruct staff not to comment to/speak with the press and where to redirect press enquiries.
Prepare internal and external communications.
Issue media statements.
Issue communications to key groups: staff, residents, parents, students, staff NOK, close neighbours, BCS members and other stakeholders.
Make slower-time reports to regulators and stakeholders as required, such as the Charity Commission.
Communicate directly with staff and student NOK.
Repeat (regularly) communication updates to all key groups.
Keep a Communications Log.
Where possible, staff must prevent students initially informing family and friends about the incident (using mobile phones/digital devices/social media) until the school has had the opportunity to make first contact with NOK. It may be appropriate to confiscate student phones for a period of time.
No-one other than the police should inform NOK of a fatality.
Staff should prohibit/prevent digital images being taken and/or shared by students. It may be appropriate to confiscate student phones for a period of time.
Staff should not share incident images or discuss the incident in detail with anyone other than colleagues involved in management of the incident.

Communications content

Any communication/statement, whether made externally or internally must:

- only contain factually correct/confirmed information;
- only convey necessary information;
- only apologise where it is appropriate to do so;
- express sadness where it is appropriate to do so;
- not contain any personal data (without consent);
- not include anything that could have legal ramifications;
- not include anything that could prejudice criminal proceedings in so far as possible;
- have body language (if visual) and tone that matches the sentiment of the communication.

Managing and responding to press enquiries

Publish media enquiry contact details (for the specific incident) in a prominent position on the website as soon as possible, to help manage incoming enquiries. When doing so, do not provide contact details for staff or student family/NOK enquiries, because the press could misuse these contact details. Provide these contact details through family/guardian only channels (e.g., School Portal). In addition, family/guardians will already have school contact details, such as for houseparents.

Consider engaging the school's crisis communications consultant to act as a spokesperson for press inquiries.

Staff should be on high alert for the press making contact, including without disclosing their identity or the purpose of their enquiry. Staff should not engage with anybody other than an identified data subject known to/registered with us or an individual that has been verified as legitimate.

All external communications must be subject to appropriate consultation and approval before issue. Consult with:

- CEO
- Marketing and Admissions Director
- Business and Commercial Director
- Crisis Communications Consultant

Only the following are authorised to speak to the press on behalf of the organisation:

- CEO
- Director of Marketing and Admissions
- Crisis Communications Consultant (if appointed as spokesperson)

Individuals representing the organisation in media communications must be trained in media handling before doing so.

All other individuals must not (and must be instructed not to) speak to the media and must refer any media enquiries as directed. Otherwise refer the enquiry to the Director of Marketing and Admissions.

Crisis Communications Consultant

The school retains a consultant who can assist with the management of media enquiries as needed. They can be contacted via the Director of Marketing and Admissions or the Business and Commercial Director.

Contact by the press

If you are an individual receiving a press enquiry or request for a comment/statement, seek to establish the following:

- the name of the journalist making the enquiry;
- their employer or whether they are freelance;
- the newspaper or radio/TV/digital channel/programme they are working for;
- their contact telephone number and email address;
- what they already know about the incident;
- the information/comment they are seeking; and
- whether the journalist making the enquiry is aware of the updates being made available by CH on social media channels (direct them to this if in operation).

Prepared media statements

A range of previously released media statements are on file for use as templates. If, however, the incident event has new/unique characteristics that need to be addressed, it would be prudent to prepare statement drafts as soon as practicably possible/when sufficient accurate information is known, to be ready for the first press enquiries when received.

Social media forums

In conjunction with the marketing department, the Business and Commercial Director will monitor non-CH social media and attempt to have their content moderated as appropriate.

Potential legal claims

Staff with responsibility for organisational statutory/legal matters must inform the CEO, COO or the Business and Commercial Director as soon as any potential legal threat is identified, so that this can be appropriately managed and suitable responses be prepared in advance.

In the event of a fatality

- Nobody other than the police should confirm the death of an individual.
- Nobody other than the police should inform NOK of a fatality.
- Never communicate the details of a deceased person without NOK consent.

- Never convey the death of an individual in any communication until the police have confirmed that NOK have been informed.

Dedicated liaison

There are many different groups of people that CH needs to communicate with during an incident. Most will have established 'normal' principal CH contacts, and usually it should be only these contacts, or individuals with remit to act on their behalf, that should liaise with them. Staff, other than the stated dedicated contacts for the following, should refrain from communicating with the stated group without first checking with the principal contact, unless they know responsibility or authority is within their remit to communicate.

Emergency services Incident Commanders and regulators

Principally communicated with by the COO, CEO, the Business and Commercial Director and the Compliance Manager. In terms of direct major incident management, emergency services and regulators will expect to liaise with Gold Command.

Council of Christ's Hospital

Principally communicated with by the CEO, the COO or the Business and Commercial Director (via the Treasurer).

Insurers

Principally communicated with via the school's brokers, by the Business and Commercial Director and the Administration Officer.

Staff and staff NOK

The HR department has responsibility for matters concerning individual staff, holds emergency contact details for employees and should be kept informed accordingly. The HR team will be supported by the Deputy Head (Staff).

Stakeholders

CH has many external stakeholders, and each will have a principal CH liaison contact. Some examples follow:

Stakeholder	Principal CH liaison contact
Old Blues	Development Director
Survivors of non-recent abuse	Business and Commercial Director
Presentee Governors	Development Director
Livery companies	Development Director
City of London, including the Lord/Lady Mayor	CEO/COO
International agents	Marketing and Admissions Director
CHEL clients	Commercial and Community Access Manager
BCS Board and BCS members	BCS General Manager
Close neighbours	Property Director
Investment property managers	Property Director
Investment managers and bankers	Finance Director
Principal contractors	Operations Director

After the incident

Consideration should be given to using social media to issue a closing statement on the matter, so that it is clear the organisation is moving forward and is returning to business as usual. It may be appropriate to publicly acknowledge the actions of the emergency services and others, if appropriate, for their assistance.

Be mindful of incident anniversaries. These should be calendared by relevant departments, as they may generate revived interest in the story and renewed media enquiries, for some years after. Equally, affected NOK may express a wish for some kind of memorial.

MAJOR INCIDENTS OFF SITE

- Accuracy of information and good communications with the trip leader at the scene are paramount.
- Organise/provide a dedicated POC and telephone number to provide the trip leader with direct, easy and continuous communication with the school. The trip leader should confirm these details.
- It is essential to establish the identity of all CH individuals affected, their injuries or issues, their location, and to have the trip leader provide this information quickly, followed by regular updates, to the school. Complete Appendix A as a guide.
- Where possible, staff must prevent students initially informing family and friends about the incident (using mobile phones/digital devices/social media) until the school has been informed, details of the incident have been passed to the school, and the school has had the opportunity to make first contact with NOK. **It may be appropriate to quickly confiscate student phones for a period of time.**
- **No-one other than the police should inform NOK of a fatality.**
- Staff should prohibit/prevent digital images being taken and/or shared by students. **It may be appropriate to quickly confiscate student phones for a period of time.**
- Take (only) appropriate photos to record an incident scene, taking the utmost care not to alter/contaminate a potential crime scene. Do not move/remove any items. The trip leader should request and collate digital images taken by other staff.
- Staff should not share incident images or discuss the incident in detail with anyone other than school staff involved in the management of the incident.
- Staff present (witnesses) at the scene of the incident should make a written record of what happened as soon as possible and provide these statements to the trip leader. Statements should have a name, signature and date applied.
- Staff should ask any students present (witnesses) to make a written record of what happened as soon as possible and provide these statements to the trip leader. Statements should have a name, signature and date applied.
- Staff should collect names and contact details for any relevant third-party witnesses.
- The trip leader should compile a written summary incident report for the school as soon as reasonably practicable.
- The school must receive updates on any change to the situation at the scene e.g. a casualty being taken to hospital.
- The trip leader should promptly ask for any additional assistance or resource from the school that they identify as necessary or helpful. This might include additional staff, money, insurance details or assistance with booking temporary overnight accommodation or alternative travel etc.
- Individuals may be required to give statements to the police; any such statement should keep to the facts and avoid placing blame or speculating on the cause of the incident. A child (under 18) should have an appropriate adult with them when giving a witness statement to the police to support their welfare and ensure their rights are protected and must always be accompanied if being interviewed.
- Always request copies of any police records made about the incident that a data subject is entitled to receive.
- If the incident involves a motor vehicle, also refer to Appendix J.

MAJOR INCIDENTS OUTSIDE THE UK

- Are translation services required?
Is there a member of trip staff can do this locally? Is there a member of staff at school who can assist by phone?
 - to liaise with the emergency services
 - to liaise with a hospital where casualties have been taken
 - to seek assistance from local medical professionals
 - to liaise with any local regulatory body involvedAny member of staff considered for such a role must be suitable (e.g. emotionally resilient, highly professional, confident, discreet and ideally with knowledge of local procedures and practices). Alternatively, a known and trusted local interpreter may be more appropriate.
- If travelling with a tour operator, they should be available (and be present in the resort) 24/7 to offer their assistance and support; seek/take it as necessary.
- Seek/make use of travel insurer support services.
- If appropriate, make contact with the local British Embassy or Consulate to make them aware of your situation and engage their assistance as necessary.
- The provision of additional staff assistance to the scene may be crucial, especially those that speak the local language or who have knowledge of local procedures and practises.
- It may be appropriate to arrange for the primary carer to travel to the location to support a student. This needs to be considered quickly and requires the school to liaise with primary carers. Ideally primary carers will be accompanied by a supportive and senior member of school staff. Alternatively, the best approach may be for a student to travel home, in which case they should be accompanied by school staff.
- Trip leaders are provided with pre-loaded currency cards in all instances to ensure sufficient resources to deal with unexpected emergencies such as the need to hire transport, pay for medical treatment or pay for additional accommodation. Additional funds can be provided by the Business and Commercial Director on request, including outside working hours.
- A decision on whether to continue with the trip should be made between the trip leader and the SLT.

MAJOR INCIDENTS INVOLVING A MOTOR VEHICLE

- Follow Highway Code guidelines for public highway incidents as applicable.
- Guidance is provided in the CH Vehicle Handbook within the CH Vehicle Pack, located within the vehicle, including a 'Road Traffic Incident Particulars' form to guide data collection and complete.
- Summon emergency services as necessary. Police must be contacted when there is damage to persons or property.
- If available, use major highway emergency phones to summon highways assistance.
- Uninjured passengers and passengers with injuries that will not worsen for movement, should quickly move away from the danger area as soon as possible taking easy access warm clothing with them in poor weather, ideally to behind safety barriers or on an embankment at the side of the road. If this is not possible, passengers should locate themselves some distance forward of a vehicle, so that the vehicle acts as a barrier to protect them from oncoming traffic.
- All uninjured passengers should move away from witnessing traumatic events.
- Only in very low-risk situations, such as non-motorway and A roads, and where the welfare needs of passengers are significant, should passengers remain in a vehicle that is on or at the side of a highway; a judgement call must be made.
- Deploy hazard lights and warning triangles as necessary.
- Wear high visibility clothing.
- Make use of a first aid kit as necessary (provided in a CH vehicle).
- Summon CH or personal breakdown recovery assistance as necessary; CH details are in the CH Vehicle Handbook.
- If recovery assistance will take some time to arrive, where possible, seek shelter and facilities.
- If another vehicle was involved in the incident, drivers should exchange contact and insurance details where possible. Be alert to the other party being angry or upset. Use hostile situation diffusion techniques if needed. In all circumstances where personal safety is thought to be at risk, the priority is to ensure that CH individuals move away from the risk.
- The driver of the CH vehicle should not admit liability as this may breach the requirements of the school's motor vehicle insurance policy.
- If the school vehicle is evidently or subsequently determined to be un-roadworthy, alternative transportation to facilitate passenger return to school or onward journey to the intended destination should be organised. The trip leader should seek school support to organise this.
- The incident is likely to have occurred off the school premises; refer to Appendix I.