



University Academy Keighley

Crisis Plan and Risk Management
Policy

‘Inspiring Education in the Bradford District’

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1.0 Roles and responsibilities

- 1.1 The responsibility for the implementation of this policy and provision rests with the Principal. On an operational basis, the management, responsibility and evaluation of this policy is undertaken by the: **Assistant Principal - Evaluation and Innovation.**
- 1.2 The Academy Board Trust (ABT) delegates all responsibility for the management of such incidents to the Principal. It is the Principal's role to contact the chair of governors in the event of an emergency and keep them fully informed.
- 1.3 The Principal will identify key members of staff, who will form an Emergency Management Team and the Principal will communicate the names, roles and responsibilities of this team to the whole Academy staff. The Principal will, at his/her discretion amend this team as appropriate to any situation.

Position	Role
Principal	In overall control of the incident and liaising with the media.
Vice Principal	Responsible for the immediate management of the incident, under the direction of the Principal. Assessing the nature and seriousness of the incident and informing the necessary authorities and services to manage the situation. This will involve liaising with Academy personnel, emergency services, council officers, etc.
Assistant Principal – Evaluation and Innovation	Responsible for the immediate management of all students and staff, assisted by other managers, under the direction of the Principal. Depending on the nature of the crisis, this could include the evacuation and supervision of students to the designated assembly points, the evacuation of the site, the movement restrictions around the building/site etc.
Assistant Principal – Care Guidance and Support	Under the direction of the Principal, is solely responsible for organising communications with parents/carers and other stakeholders.
Business and Operations Manager	Under the direction of the Principal will carry out all necessary tasks to ensure the smooth functioning of the team.

2.0 Suggested audience:

All staff

3.0 Related policies

3.1 This policy is part of a suite of policies which should also be referred to:

- Safeguarding and student welfare policy
- Health and Safety Policy
- First Aid Policy
- Educational Visits Guidelines
- Fire Risk Assessment

4.0 University Academy Keighley Mission Statement

'Inspiring Education in the Bradford District'

5.0 Introduction

5.1 The Crisis Management Plan has been developed to:

- prevent / minimise the loss of life / injury to all students, staff and visitors;
- swiftly inform emergency services and relevant organisations;
- take control of the incident until the emergency services arrive, thus minimising stress and discomfort;
- swiftly carry out measures to ensure actions by others following the original incident do not further damage the Academy, its students or staff; and
- fully support students and staff following any incident, so that they are able to return to fully participating in education at the Academy as soon as possible.

6.0 Types of Emergency

6.1 This Plan has been developed to respond to a series of emergency situations which the academy may face, including:

- accidents or deliberate acts of violence;
- academy fire or explosion;
- a student or member of staff being taken hostage;
- bomb or suspected bomb being discovered;
- health: medical condition or infectious condition, e.g. Meningitis or Influenza;
- serious gas or water leak;
- death or serious injury of a student or members of staff;
- transport-related incident to students or staff which result in hospitalisation;
- severe weather: snow, storms etc; and/or
- terrorist act which results in injury or death.

7.0 Preparation

7.1 In order to minimise the effect of any emergency, The Academy will thoroughly prepare to ensure that all emergencies are dealt with smoothly and efficiently, with the minimum of stress to students, staff and bystanders.

7.2 The establishment of an Emergency Management Team will be one of the first steps to be taken. The Principal and key staff will participate in relevant training provided either by the DFE or other appropriate organisation, e.g. SSAT.

7.3 In the development of this plan, the emergency planning section of Teachernet has been used extensively:

www.teachernet.gov.uk/emergencies/index.html

- Our plan will support and be consistent with Bradford Council's emergency planning strategy
- We will consult with all relevant services to ensure our plan is robust.
- We will carefully consider all possible scenarios and prepare comprehensive plans to resolve these issues.
- We will ensure that all appropriate risk assessments have been conducted, and any potential risks reduced to a minimum.

8.0 Implementation

8.1 The plan will be discussed with key staff who are nominated within the plan to ensure they are fully aware of their roles and responsibilities.

8.2 A staff meeting or part of a staff development session will be allocated to share this with all staff.

8.3 Training will be considered for appropriate staff, in relation to some of the main types of incident in section 6, including bereavement counselling.

8.4 Support for staff and identification of ways of obtaining it will be considered.

8.5 A senior member of staff will be nominated to regularly review and update the plan.

8.6 A central location will be identified to keep a hard copy of the crisis plan and who should have access to the details of the plan and emergency contact details.

8.7 Admin staff will be nominated to access personal files, to ensure information is always up-to-date.

8.8 Current lists of contact phone numbers will be available in hard and electronic versions – both staff and student details.

8.9 The Principal and nominated staff to keep a copy of the current crisis plan and all contact details at home, as emergencies sometimes happen when the Academy is not occupied.

8.10 All staff will be instructed not to give interviews or comments to the media. We will ask staff to direct all media enquiries to the Principal.

8.11 An emergency resource bag should be prepared and stored centrally which contains:

- contact numbers for all students, staff and key organisations, Emergency Planning Team etc;
- list of students who have medical conditions;
- emergency registers;
- a megaphone and spare batteries; and
- first-aid kit and, if available, medication for students with medical conditions.

8.12 This bag must be located centrally and securely so that it can be brought out for every emergency.

9.0 Communication

9.1 The importance of having clear lines of communication to all stakeholders and external agencies, including the media must not be underestimated.

9.2 It is the role of the Assistant Principal, Care Guidance and Support to ensure that staff and resources are allocated which allow information to be distributed without hindrance to all parties.

10.0 Land-line telephony

10.1 It is likely that pressure will be placed on the Academy switchboard lines, which could hamper the ability of the Academy to receive and send information. The purchase of private direct line numbers for the Principal and key staff should be considered if not already in use. At least one private direct line phone, ideally the Principal's, should not go through the Academy switchboard, so that in the event of a power cut or switchboard malfunction the Principal can be contactable.

11.0 Mobile phones

11.1 In the event that the Academy may have to be evacuated, mobile phones will be needed. It is advisable that all members of the Emergency Management Team have Academy-sourced mobile phones, which are kept fully charged for emergencies. The numbers of these phones and those of the private direct line should be entered into the memories of the phones when first purchased, to ensure ease of contact.

12.0 Briefings

12.1 The Principal should consider providing scripts on a regular basis for administration staff who are manning the switchboard.

12.2 A dedicated area of a staff notice board or e-mails will be identified to keep staff updated.

12.3 All information should be factual: Time and location of incident; Numbers of students and staff involved (no names); Summary of action taken. Staff should not be drawn into speculation, just stick to the facts. Provide the time of next update.

12.4 All media coverage should be monitored for accuracy and any inaccuracies corrected.

13.0 Students' mobile phones

13.1 Students should be strongly discouraged from using personal mobile phones to ring parents/carers or others.

14.0 Local radio stations and Keep Kids Safe

14.1 In the event of any emergency, we will make full use of local radio stations and the communication system, 'Keep Kids Safe' to communicate effectively with all families and other stakeholders.

14.2 Further information: www.bbc.co.uk/connectinginacrisis/index.shtml

15.0 Emergency Cascade System

15.1 If the Academy cannot be opened for whatever reason, utility failure, severe weather, etc., an emergency cascade system will be used. Starting with the Principal at the top of the cascade, s/he communicates with the VP and other designated senior staff who in turn will communicate with designated colleagues, known as the 'Snow Chain'. A plan of who is to contact who, for all staff in the Academy, is drawn up by the Business and Operations Manager and tested at the start of each Academic Year, with a clear start time to ensure that those who live furthest away are contacted before their planned departure time. Telephone numbers are checked and listed (both mobile and land lines), so that in a very short time all members of staff will have received a clear message about the status of the Academy.

16.0 Monitoring and Evaluation

16.1 The Academy will develop an annual action plan to implement its plan for crisis management which will be led by the Assistant Principal – Evaluation and Innovation, monitored by the SLT and the governor responsible. A progress report will be presented annually to the governing body.

17.0 Approved by Governing Body and Review Date

17.1 Responsibility for reviewing this policy rests with the Principal, who will consult with the Health and Safety Committee to review this on her behalf.

17.2 This policy will be reviewed annually in July and will be amended in line with current best practice and changes to DFE, HSE and ATB policies.

17.3 This policy has been formally approved and adopted by the Governing Body at a formally convened meeting.

Signed: _____

(Chair of Governing Body)

Date: _____

Review date: _____

18.0 References

'Guidance on First Aid for Schools: A Good Practice Guide' DCFS, 1996

'School Security: dealing with troublemakers' DCFS & Home Office, 1997

'NHS Online'

'Supporting pupils with medical needs' DCFS and DoH, 1996

'A legal toolkit for schools' DCSF – can be downloaded from Teachernet site

'Fire Safety Guide' DCSF, 2000

'How to combat arson in schools' Arson Prevention Bureau, 2004

19.0 Online Resources

www.teachernet.gov.uk/emergenceis/index/html

From Teachernet Emergencies Site

- Online arson risk assessment
- Security survey and risk assessment

www.homeoffice.gov.uk/security/

www.ukresilience.info/

A central reference point for all organisations to use in connection with any concern or threat.

www.preparingforemergencies.gov.uk.

Another useful site for information.

www.metoffice.uk/weather/uk/uk_forecast_weather.html

This site provides authoritative information on all aspects of the weather.

20.0 Appendix 1: Immediate to long term tasks in the event of an emergency

A. ACTION: IMMEDIATELY

- (a) Obtain as much factual information about the state of the emergency
- (b) Alert the Principal; the Principal should alert the Chair of the GB and Chair of the Academy Trust Board (ATB).
- (c) The Principal will activate the emergency management team.

B. ACTION: WITHIN THE FIRST FEW HOURS

- Carry out a quick appreciation of the immediate responses required
- Select and set up control arrangements to manage the incident and ensure students and staff in the Academy are safe

C. ACTION: WITHIN HOURS

- Call a staff meeting to give information
- Inform students in a sensitive way – in small groups if possible
- Arrange a debriefing meeting for all staff involved in the incident
- Arrange a debriefing meeting for all students involved in the incident

D. ACTION: WITHIN THE NEXT FEW DAYS; IT COULD BE LONGER

- Facilitate support for high-risk students and staff
- Attend / organise funerals, services, memorials

E. ACTION: AS SOON AS POSSIBLE FOR AS LONG AS NECESSARY

- Decide and agree on a range of responses and support measures
- These have the potential to run for several weeks or months
- Refer affected students and staff to appropriate counselling

21.0 Appendix 2: ARSON

Prevention Strategy

- 21.1 The Academy completes a Fire Risk Assessment, which will include the possibility of Arson. This assessment forms part of the Staff Handbook.
- 21.2 Fire Safety will be included in the curriculum as part of the PSHE course.
- 21.3 The Academy Behaviour Policy will support staff to carefully manage student access during lessons, at breaks and before/after Academy.
- 21.4 A comprehensive site security review will be completed on a yearly basis, or at a shorter time, if the situation dictates, due to changes in the building. This survey will control:
- 21.5 Unauthorised entry onto the Academy site will be minimised through the installation of appropriate signs, fencing and if appropriate CCTV;
- 21.6 Unauthorised entry into the Academy buildings will be minimised by ensuring all doors, windows and skylights are secure, lighting, an effective intruder alarm system is fitted and prosecution-quality CCTV cameras and digital recording facilities are fitted where necessary.
- 21.7 Any new building work 'designs out' potentially vulnerable areas.
- 21.8 Procedures are applied to ensure that access to any combustible material is strictly limited.
- 21.9 Procedures to 'close-down' areas of the Academy are applied after Academy, each day as appropriate.
- 21.10 In line with Government advice, any instances of suspected arson will be reported to all parents/carers, to inform and equally stress the dangers of arson.
- 21.11 The Academy's Fire Safety Policy is applied and reviewed annually, with the assistance of the Fire Service.
- 21.12 The Academy will make use of the Online Arson Risk Assessment tool within the Teachernet Emergencies website to minimise an arson attack:

<http://www.teachernet.gov.uk/emergencies/typesofincident/fire/index.html#>

22.0 Appendix 3: Contact List

22.1 The names and telephone numbers of organisations and individuals who may be useful to the Academy in an emergency

Organisation	Name	Telephone Number

23.0 Appendix 4: Risk Management Policy and Procedure

23.1 Purpose

23.1.1 The purpose of this policy and procedure is to outline University Academy Keighley Trust's risk management strategy.

23.1.2 "Risk" is used in this policy and procedure to describe the uncertainty surrounding events and their outcomes that might have a significant effect, either enhancing or inhibiting:

- operational performance;
- achievement of aims and objectives; or
- meeting the expectations of stakeholders.

23.1.3 "Major risks" are those risks which have a high likelihood of occurring and would, if they occurred, have a severe impact on operational performance, achievement of aims and objectives, or could damage the reputation of the Academy Trust.

23.2 Scope

23.2.1 This policy and procedure applies to the risk management strategy for the Academy Trust as a whole.

23.3 Key Principles

23.3.1 The Academy Trust believes that an effective risk management strategy is a matter of good organisational practice, lying at the heart of good management and good governance.

23.4 Rationale

23.4.1 The Academy Trust Board has a responsibility under charity law to state in its annual accounts that the major risks to which the charity is exposed, as identified by the trustees, have been reviewed and systems have been established to mitigate those risks.

23.4.2 Properly controlled risk taking is necessary to the success of the organisation to build capacity for the future and deliver against the strategic goals set out in the Academy's Development Plan.

23.5 Policy

23.5.1 The Academy Trust's policy is to adopt best practice in the identification, evaluation and effective control of risks to ensure they are managed to an acceptable level. It is acknowledged that some risks will always exist and will never be eliminated. The specific procedures for the implementation of this policy and the personnel responsible are detailed below.

23.5.2 The Academy Trust Board is responsible for making a statement on risk management in the annual accounts of the Academy Trust. In

order to be able to make the required statement with reasonable confidence the trustees should:

- ensure that the identification, assessment and mitigation of risk is linked to the achievement of the Academy Trust's vision and strategic goals as set out in the Academy's Development Plan;
- ensure that the process covers all areas of risk, e.g. governance and management, operational, financial, reputational and external factors and is focused primarily on major risks;
- ensure that the process produces a risk exposure profile that reflects the trustees' views as to levels of acceptable risk;
- review and consider the principal results of risk identification, evaluation and management; and
- ensure that the risk management is ongoing and embedded in management and operation procedure.

23.5.3 The Trust Board is responsible for overseeing the development and implementation of the risk management strategy.

23.5.4 The Academy's Senior Leadership Team (SLT) has responsibility for ensuring that the risk management policy is implemented and for co-ordinating risk management activity across the Academy. The SLT will provide an annual report on risk management to the Trust Board.

23.5.5 The Principal and SLT are responsible for ensuring that they take personal responsibility for championing risk assessment across the Academy and for reinforcing risk-aware attitudes and responses.

23.5.6 Their role is to provide objective assurance to the Trust Board that:

- risks are correctly evaluated;
- key risks are being managed appropriately including the effectiveness of the controls and other responses to them;
- the risk management framework and internal control framework is operating effectively; and
- management is properly reporting the status of key risks and controls.

23.6 Procedure

23.6.1 The Academy Trust has developed a risk management strategy built around a comprehensive risk management and controls assurance framework as detailed below:

23.7 Risk identification

23.7.1 The process of risk identification will involve both trustees and management.

23.7.2 Consideration will be given to the following factors:

- the vision, beliefs, values and strategic goals;
- the nature and scale of the Academy Trust's activities, both current and planned;

- external factors that may affect the organisation such as legislation and regulation, and the Academy’s reputation with its key stakeholders;
- the operating structure, e.g. functions;
- issues that the Academy Trust may face due to transition from Greenhead High School to Academy status.

23.8 Risk assessment

23.8.1 Each identified risk will be assessed to determine the likelihood of the risk occurring and the potential consequence or impact of its occurrence for the Academy.

23.8.2 The net risk change over the year is highlighted by use of traffic light symbols

- Increasing risk
- No or minimal change
- Reducing risk

23.8.3 The following scoring system will be applied to each risk, whereby the risk score represents the product of the impact score and the likelihood score:

	6	5	4	3	2	1
<i>I</i>	<i>High</i>	<i>High</i>	<i>Medium</i>	<i>Medium</i>	<i>Low</i>	<i>Low</i>
<i>L</i>	<i>High</i>	<i>High</i>	<i>Medium</i>	<i>Medium</i>	<i>Low</i>	<i>Low</i>

Key: I = Severity of impact if the risk should crystallise.
L = Likelihood that the identified risk might crystallise

23.8.4 Each risk will be assessed to determine its “gross” or inherent risk score – the higher the score the more urgent the need for the risk to be mitigated and its “net” or residual risk score, taking into account risk mitigation factors (see below), which either lessen the likelihood of the risk occurring or lessen its impact if it does.

23.8.5 Management will use the net risk scores to rank those risks that they regard as most serious – the “major risks”.

23.8.6 The Trust Board will need to form a view as to the acceptability of the residual risk that remains after mitigation. The level of risk tolerance may vary depending on the nature of each risk or activity. The Trust Board will also consider the overall risk profile, i.e. the balance between higher and lower risk activities. The boundaries and limits will be communicated to management to ensure a clear understanding of the risks that can be accepted and those considered unacceptable. This may include identifying “target” risk scores for certain major risks, to be achieved after actions to further mitigate the risks.

23.9 Risk Management and assurance

23.9.1 For each of the major risks identified the Trust Board will need to ensure that appropriate action is taken to mitigate these to an acceptable level. They will also wish to gain assurance for those risks

showing significant reductions in the gross to net risk score. This will involve:

- establishing the effectiveness of the key factors mitigating or controlling the inherent risk;
- identifying further actions and resources required to achieve target risk scores; and
- taking responsibility for monitoring the risk and sources of assurance.
- The Principal will provide an annual report on risk management to the Trust Board.

23.10 Risk Matrix

23.10.1 The results of the approach to risk identification, evaluation and management described above will be codified through the use of a risk matrix (risk register).

23.10.2 The risk matrix will be updated as follows:

- risks will be identified and prioritised at organisational level;
- risks will be reviewed in accordance with the agreed timetable for review of the vision, together with the Academy's Development Plan and budget;
- significant new opportunities and unforeseen risks will be assessed as and when they arise; and
- emergency risks may be documented separately for regular review

23.11 References

Charity Commission guidance on Charities and Risk Management
<http://www.charity-commission.gov.uk/investigations/charrisk.asp>

23.12 Review

This policy will be reviewed when there are changes in the law, or in accordance with the schedule drawn up by the Principal and Financial Director and agreed by the Trust Board.