

## **CRITICAL INCIDENT MANAGEMENT POLICY AND PROCEDURES**

### **POLICY STATEMENT**

A critical incident is any occurrence involving Over the Wall and its stakeholders which is likely to attract public interest and where our response has the potential to impact our business continuity and/or reputation. We will seek to minimise the occurrence of such incidents by proportionately managing risk. When a critical incident occurs, we will work with others to respond quickly and professionally to reduce harm and address any consequences.

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## **Policy brief & purpose**

Critical incidents in the workplace can affect people physically and psychologically, as well as affecting Over the Wall's business continuity.

The purpose of this policy is to ensure we prepare for and effectively respond to critical incidents through the appropriate use of resources. The prevention and effective management of critical incidents can assist to minimise the negative impact of an unexpected event.

We will therefore firstly seek to minimise the potential for critical incidents to occur through proportionately managing risk. Thereafter, if/when a critical incident occurs we will respond quickly and work with others to reduce harm and address any consequences.

## **Scope**

This policy applies to all staff, volunteers and trustees.

## **Definitions**

For our purposes a critical incident is any occurrence involving Over the Wall and its stakeholders which is likely to attract public interest and where our response has the potential to impact our business continuity and/or reputation.

Examples include:

- Death at camp,
- Serious crime involving any stakeholder,
- Missing camper, volunteer or staff member
- Major fire, flooding or other natural disaster at camp and
- A data breach as defined by GDPR

## **Policy elements**

The elements of this policy are:

- Risk Management
- Responding to Critical Incidents
- Calling it
- Protection of campers, volunteers and staff
- Notification of external services
- Roles at the scene of a critical incident
- Communication Structures
- Evacuation and Repatriation
- Internal Consultation
- Post Incident Management

## Procedures

### Risk Management

Over the Wall's Risk Register will seek to list all identifiable risks to the organisation, and will include:

- A description of the risk
- The likely impact should this event occur
- The probability of its occurrence
- Risk Score (the multiplication of probability and impact)
- The organisation owner/lead individual
- A summary of the mitigation (the actions taken in advance to reduce the probability and/or impact of the event), and
- The steps still to be taken to mitigate risk. From this source Over the Wall will develop a logical and focused approach to proportionately preparing, training and responding to incidents which are most likely to occur and have the greatest impact.

### Responding to Critical Incidents

Whilst each identified risk listed in the Risk Register will hold tailored responses there are common components to each which Over the Wall will seek to apply to any critical incident. The most important of these are:

#### Calling it

Time is of the essence in dealing with any critical incident and the most important first step is declaring an occurrence a critical incident.

This simple act immediately elevates the response and puts in place a structure and process to ensure the best response can be given.

It is always possible to de-escalate a critical incident after its been called if circumstances/information change but you can never buy back the time and response lost by not calling it.

The senior member of staff at the scene of the occurrence has the responsibility to call a critical incident and in so doing he/she will notify all other members of staff and the CEO that they are now responding to a critical incident.

**IT IS ALWAYS BETTER TO CALL A CRITICAL INCIDENT AND DE-ESCALATE AFTERWARDS THAN DELAY AND RISK MORE HARM BEING CAUSED.**

#### Protect campers, volunteers and staff.

At the scene of any critical incident our first responsibility is to ensure that people are protected from harm. Where appropriate this will involve systematically and quickly physically evacuating everyone from the source of potential harm.

If it is possible to safely take immediate steps to remove or diminish the cause of harm this should be considered but not at the cost of evacuating others, especially children.

#### Notify external services immediately

As soon as a critical incident is called, immediate consideration should be given to which external services need to be informed. This will normally be the Emergency Services and/or Social Services.

In a critical incident always call 999 and the number for Social Services should be listed in the camp plan and available to all members of staff.

### **Roles at scene.**

The examples below are envisaged for a critical incident at camp:

#### *Incident Manager*

The senior member of staff at the scene of the critical incident, normally the Senior Camp Lead, will be in charge initially and should assign roles and briefly explain to those individuals their function and what additional staff they should use.

#### *Camper/Volunteer Supervision*

A member of staff or experienced volunteer should be assigned to look after the needs of the campers and volunteers. For example, finding somewhere dry, warm and safe to locate, sourcing food and drinks, toilet facilities etc until something more permanent can be found. Assistance for this can be drawn from amongst volunteers present.

#### *Medical Lead*

The Clinical Team Leader should be consulted about who should be the Medical lead to respond to the critical incident as, depending upon the nature of the incident and any casualties, there may be someone else more experienced or qualified to carry out this particular role.

Whoever is appointed should be asked for their immediate requirements and these should, where possible, be met.

#### *Log Keeper*

The Incident Manager should allocate someone to stay with him/her and keep a written record of all occurrences, approaches, decisions and actions taken and what time they occurred. This is a vital and often over-looked role but extremely important for post incident management.

#### *Telecoms*

The Incident Manager should also allocate someone to stay with him/her and manage telephone communications on his/her behalf. There will be a need to make calls to various people and the Incident Manager should, as far as possible, be kept clear of this function in the initial stages so that he/she can focus on the range of other tasks needed to be carried out.

#### *Media Spokesperson*

The media could arrive on the scene at a very early stage and there should be clarity from the outset that the Incident Manager, or someone nominated by him/her, is the only person who will speak to the media at this juncture. In the initial stages, until a communications infrastructure and plan has been put in place the Incident Manager should limit him/herself to a simple holding statement acknowledging that an incident has occurred, that external agencies are involved and a more detailed statement will be issued later. No details of any casualties or other information should be given at this stage.

### **Communication Structures**

It will be the responsibility of the CEO to ensure that an appropriate structure is put in place at the earliest opportunity to deal with the communication requirements of any critical incident.

There are two principal audiences to consider, namely

INTERNAL - comprising the families of campers, volunteers and staff, OTW trustees, volunteers, SFCN, site facility management and other stakeholders,

and

EXTERNAL - comprising principally the media in all its guises and the public.

The initial requirements will be to consider appointing individuals into specific roles and determining where to manage enquiries from. The default position will be to locate at the Havant Office where our main resources are located and to consider the requirement and appointment of the following roles:

- Organisational Spokesperson (normally the CEO who would also take overall charge of the incident)
- Media monitor ( Marketing and Communications Officer)
- Call Handling & Admin Support (Office Manager and additional staff)
- Office Log Keeper (to be nominated by the CEO)
- Family and Volunteer Liaison (to be nominated by the CEO)

### **Evacuation & Repatriation**

There may be a need to consider evacuation and repatriation of campers, volunteers and staff as a key part of any critical incident. Appendix 'A' contains initial guidance.

### **Internal Consultation**

At the earliest opportunity, the CEO will make contact with the Chair of OTW's Trustees and the CEO/Director of Marketing and Communications for the SFCN and brief them regarding the incident, the initial actions taken, an assessment of the likely public/media interest issues and the proposed responses to these. Agreement will be sought on any amendments and further actions to be taken.

If the incident has the potential to overwhelm the resources of OTW the CEO will request the SFCN for additional contracted support.

Regular updates and discussions at this level will be organised and led by the CEO.

### **Post Incident Management**

After the incident has passed, consideration will be given to any support that might be needed, psychological or otherwise, by those impacted by the incident and professional medical advice should be sought in this regard.

Internal post incident communications will be constantly reviewed and considered, particularly within the camp environment, to ensure accurate and relevant information is disseminated to those who need to know.

In the immediate aftermath of any incident a 'hot' debrief will be carried out to capture immediate learning and interest points ahead of a more structured debrief.

### **Reporting to regulators**

An Incident Report will be prepared and submitted to OTW's Trustees and to the SFCN.

Ofsted must be informed of any significant incidents, including:

- Death or serious illness/injury of a child
- Mass outbreak of infection
- Involvement or suspected involvement of a child in sexual exploitation
- Referral of an employee or volunteer pursuant to section 35 of the Safeguarding Vulnerable Groups Act 2006
- Any incident in which the police are called to attend camp
- Instigation and outcome of a child protection enquiry in relation to a child accommodated by the scheme
- A serious complaint about the organisation or an employee.

A report can be submitted via a 'notification form for providers of residential holiday schemes for disabled children' available on Ofsted's website. In urgent situations, particularly if there is significant media interest, Ofsted can be contacted via telephone on 0300 123 1231.

## **Policy Review**

This policy will be reviewed biannually for currency and accuracy by the Director of Services, or individual delegated by the Director of Services. This does not prevent any changes taking place to this policy at any other time due to changes in practice or legislation.

Kevin Mathieson and Zoe Grant  
 CEO and Director of Volunteering  
 June 2018

## **APPENDIX 'A'**

### **EVACUATION & REPATRIATION INTERIM GUIDANCE**

The following guidance is to be used in cases where a critical incident requires the evacuation and repatriation of campers.

Over the Wall does not have a specific plan for evacuation and repatriation owing to the number of different sites that we utilise in our camp year. However, there are common considerations that should be applied as appropriate.

## **EVACUATION**

All our sites have their own evacuation plans that we play into but we have the added responsibility of having to also consider possible repatriation. There are a variety of different options given the different locations and facilities on site and these are graded in terms of our response as follows:

Several of our sites are of such a scale that it may be possible, in certain circumstances that evacuation could be from existing accommodation to another location on site. This should be explored first and particularly with regards to overnight accommodation. If this opportunity is available and facilities on site are still usable it may be possible that camp can continue.

If not, and overnight accommodation is not possible for whatever reason, the initial objective is to find a location where campers and volunteers can be housed until transport for repatriation can be accessed and attend. If there is somewhere suitable on site or nearby that can be easily accessed this should be utilised.

An assessment will require to be carried out as to whether overnight accommodation is required until transport can be organised. Several sites have transport facilities for short term use and this should be considered.

If there is nowhere immediately available, and/or overnight accommodation is required, contact should be made with the Local Authority with a request that they identify emergency accommodation and, if necessary, transport to convey our campers and volunteers to that location.

## **REPATRIATION**

When repatriation of campers, volunteers and staff is required, the CEO will organise for non camp staff to attend the office and organise transport, if needed, and contact parents/guardians. Volunteers and staff will stay with campers in line with our Two Adult Policy until children and young people are returned to their parents.

## **ADDITIONAL SITE SPECIFIC INFORMATION**

**BRYANSTON** - depending on incident and location buildings identified across 400-acre site for evacuation; fleet of school buses available to transport groups.

**WHITEMOOR LAKES** - Site has identified locations on site in case of emergency; agreement with local coach company or evacuation/repatriation; agreement with local church to provide emergency shelter if needed.

**STRATHALLAN** - Site has identified locations on site in case of emergency; fleet of buses available to transport groups; specific buildings identified depending on location of incidents; agreement with other local school to provide emergency shelter. Plans to procure a dual siren to activate a campus wide evacuation in case of emergencies.

**TULLIALLAN** – agreement with local hotels to provide emergency shelter; vehicles available to transport groups

**PGL LIDDINGTON**-partial and full lockdown procedures depending on situation; reviewed and advised by local police authority.

**APPENDIX 'B'****CHECKLIST FOR SENIOR MEMBER OF STAFF MANAGING INCIDENT**

Date	Time	Camp	Location of 'Incident office' at camp		
Nature of Critical incident					
Death at Camp	Serious crime involving any stakeholder	Missing camper, volunteer or staff member	Major fire, flooding or other natural disaster at camp	Data Breach	Other (Please specify)
Details of Critical Incident					
Exact time of initial 'report' of incident					
Description of initial report					
Who was involved in initial report (detailing exact names, teams and ages of those involved)					
Was a 'code' called? (Red, Green or Black)?					
What time was the code called?					
Who called the code?					

What time did the Incident end?	
Who made the decision for the incident to 'end'	
How was the ending communicated to camp?	
When was the ending communicated to camp?	
Who else has been informed that the incident is over?	
What time were they informed?	
Who informed them?	

#### Roles to allocate

Role	Person allocated	Time role allocated	Any other information
Incident manager			
Camper/ Volunteer Supervision			
Medical Lead			
Log Keeper			
Telecoms			
Media Spokesperson			
Set up of Incident office, Emergency bag etc			

#### Who has been informed

<b>CEO</b> (subsequent communications recorded by the log keeper)	
What time was CEO informed of incident?	
Who informed the CEO	
Brief description of information shared	
<b>Police</b> (subsequent communications recorded by the log keeper)	
What time were the police called?	
Who informed the Police	

Who was spoken to, and a brief description of information shared	
<b>Ambulance</b> (subsequent communications recorded by the log keeper)	
What time was the ambulance called?	
Who informed the ambulance	
Who was spoken to, and a brief description of information shared	
<b>Fire</b> (subsequent communications recorded by the log keeper)	
What time were the fire brigade called?	
Who informed the Fire Brigade	
Who was spoken to, and a brief description of information shared	
<b>Social Care</b> (subsequent communications recorded by the log keeper)	
What time were social care called?	
Who informed social care	
Who was spoken to, and a brief description of information shared	
<b>Site/ Facility that is hosting camp</b> (subsequent communications recorded by log keeper)	
What time were the site notified?	
Who informed the site	
Who was spoken to, and a brief description of information shared	




<b>ADDITIONAL NOTES</b>	

**HOT DEBRIEF NOTES (POST MISSING CAMPER INCIDENT)**

TIME	DATE	LOCATION OF DEBRIEF	PRESENT FOR DEBRIEF

**HOT DEBRIEF NOTES**

**HOT DEBRIEF NOTES CONTINUED**

