



## **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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Updated by: February 2022 – Kelly Campbell – Operations Manager

Next Review: February 2024

## **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 or serious injury at camp,
- Serious crime involving any stakeholder,
- Mass outbreak of infection
- Missing camper, volunteer or staff member
- Major fire, flooding or other natural disaster at camp and
- A serious 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 when dealing with any critical incident and the most important first step is declaring the 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 it has 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 team 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 and Site**

As soon as a critical incident is called, the site should be informed as soon as possible and 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, external services (eg 999 response, social care) should be contacted and mobilised as necessary at the earliest opportunity.

## **Roles at scene**

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

### **COMMAND**

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

### **OPERATIONS & SAFETY**

Liaison with the site and looking 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**

Determine the immediate and longer-term medical needs of campers and necessary supplies and arrange medical staffing to ensure these are met.

### **COMMS**

Keep a written log of all events, actions and decisions, and what time they occurred. Make any communications as directed by Command.

### **PEOPLE**

Account for the population and their whereabouts at all times throughout the incident.

### **PROGRAMME**

Responsible for programme continuity and making any adaptations to the programme in response to the incident

### **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 (Head of Marketing)
- Call Handling & Admin Support (Admin Hub 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. Refer to the Evacuation and Repatriation Policy.

## **Internal Consultation**

At the earliest opportunity, the CEO will make contact with the Chair of OTW's Trustees and the Head 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.

**APPENDIX 'A'**  
**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               |  |

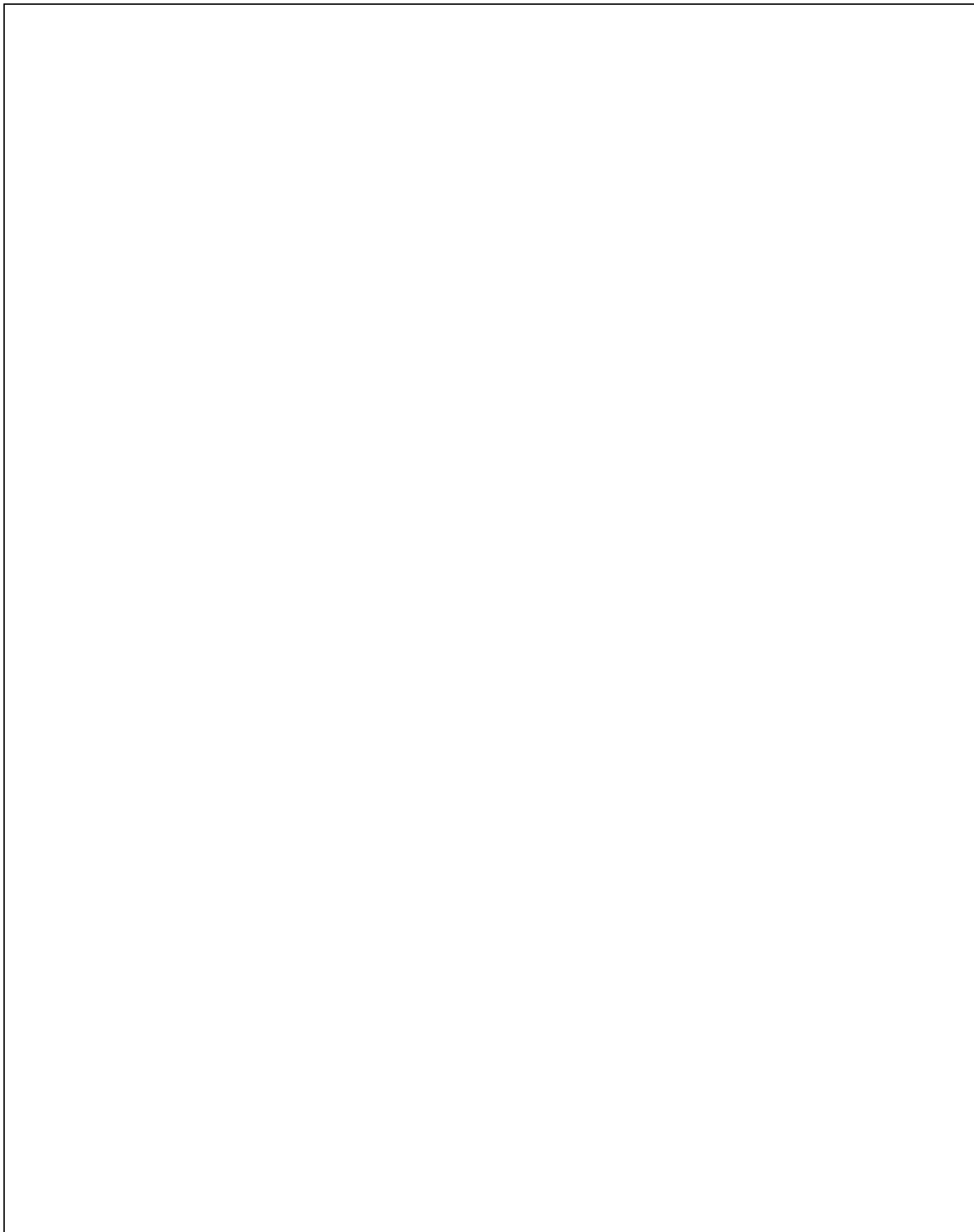


|   |  |
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| shared  |  |
| <b>Fire</b> (subsequent communications recorded by the log keeper)                            |  |
| What time were the fire brigade called?   |  |
| Who informed the Fire Brigade   |  |
| Who was spoken to, and a brief description 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>Family members</b> (subsequent communications recorded by log keeper)                      |  |
| What time were the family notified?   |  |
| Who informed the family?  |  |
| Who was spoken to, and a brief description of information shared                              |  |

**ACTIONS TAKEN**

| Time | Action | Who |
|------|--------|-----|
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**ADDITIONAL NOTES**



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

| <b>TIME</b> | <b>DATE</b> | <b>LOCATION OF DEBRIEF</b> | <b>PRESENT FOR DEBRIEF</b> |
|-------------|-------------|----------------------------|----------------------------|
|             |             |                            |                            |

**HOT DEBRIEF NOTES**

**HOT DEBRIEF NOTES CONTINUED**

