



7 HILLS
INTERNATIONAL
SCHOOL
ADVENTURE IN LEARNING

CRISIS MANAGEMENT & EMERGENCY RESPONSE PLAN

School Year 2022-2023

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1. INTRODUCTION

No crisis management plan can anticipate every crisis which might occur. However, there are features which are common to many incidents, so the purpose of this plan is to give those who are faced with

a crisis some basis for action. It provides a framework, instructions and protocols for the preliminary work which needs to be done to ease the strain of managing a crisis if it happens.

Do not wait until the crisis happens to look at this PLAN – you will not have time then.
All staff should read it now and re-read it at regular intervals.

2. KEEPING THE PLAN UP TO DATE

This PLAN will be reviewed annually at the start of each new school year when most changes take place. It is not practical to plan in detail for every contingency, but certain principles and actions will be common to most situations. This PLAN is to serve as a prompt list from which appropriate actions can be drawn.

3. CRISIS AUTHORITY AND HIERARCHY

ORGANIZATION

7Hills School has set up a **CRISIS MANAGEMENT CENTRE**, lead by the Crisis Management Team (CMT) and consists of the Security Team (ST), External Communication Team (ECT), Attendance Team (AT), Logistics Team (LT) and the Nurses Station.

- Crisis Management Team (CMT) = Head of School, one member of the Board of Directors (by phone), IT Manager*, and Finance Manager
- Security Team (ST) = Guard on duty and IT Manager*
- External Communication Team (ECT) = Administrative Officer
- Attendance Team (AT) = Nominated Teacher
- Logistics Team (LT) = Support Staff Manager
- Nurses Station = First Aider

** If needed*

The CMT primary base of operations is the Head of School's office. If that is unavailable then the secondary location will be the Business Office behind Reception.

4. PLANNING TO REDUCE THE RISK

The following procedures should reduce the risk of a disaster which threatens the physical structure of the school. The Head of School is responsible for implementing procedures throughout the school

- Based on detailed Protocols and Instructions, Fire and Emergency Drills will be held regularly at the Head of School's discretion. ALL Staff and Students will participate. In addition to the drills, regular instructions in specific Security and Safety issues will be given at Assemblies and in class.
- Regular Training Sessions by the School's Security Personnel are required.
- Safety and Security infrastructure is in place and in good condition: Perimeter Wall with Razor Wire and Lighting, functional Front Gate, sturdy and in-side locked Gates for Emergency Evacuation, Emergency Lighting placed at strategic places on Campus and sufficient Security Personnel.
- Regular checks of all Safety and Security equipment must be done: locks, padlocks, gates, fire escape ladders and the lock-boxes.
- The access and exits for the Emergency Evacuation Paths will be marked clearly and kept free of obstacles by the Maintenance Department.
- Fire extinguishers are inspected at scheduled intervals by a licensed company and inspections are noted on the equipment. Staff is trained in the use of the equipment.
- All departments that deal with potentially hazardous substances (Science, Technology, Maintenance etc.) carry out annual risk assessment.
- The Maintenance Department will remove ALL potential hazards on the campus and grounds: old equipment, left-over construction debris, unused storage sheds, containers and others "weapons of opportunity", trip hazards or hiding places. The grounds will be kept free of such debris, undergrowth will be kept short and construction equipment will be stored appropriately.

5. PLANNING TO MITIGATE THE DAMAGE

The following precautions will enable the Crisis Management Team (CMT) to fulfil their role and provide the emergency services with appropriate information:

- A contact information list to be kept in the Administrative Office with all relevant telephone numbers, email addresses and others of Local Authorities, Ugandan Police Department, relevant Embassies, Medical Facilities, Fire Department, etc.
- Register of all students enrolled in the school will be kept in an accessible location at the Administrative Office. This Register will be updated continuously as a change occurs.
- Attendance Rosters are completed each morning by the gate guard and kept in the reception
- Attendance is noted by each teacher for each class and recorded in the teacher register
- Parents' Contact Details and emergency numbers to be updated each semester and be kept in an accessible location at the Administrative Office.
- An injury, accident or other incident which takes place off site while pupils are in the care of the school can also have serious repercussions for the reputation of the school. In order to minimize the risk, a Risk Assessment Form must be completed for every trip. (See Addendum E).
- Plans and blueprints of the school to be kept in an easily accessible location at the Administrative Office.
- A list of all staff with First Aid and CPR Certification will be kept in the Nurse's Office.

6. PLANNING FOR RECOVERY

The following actions will ease the way to recovery and to a fully functional educational system:

- Each Academic Department to keep an inventory of books and equipment.
- Electronic Back-up of Academic Data of all students to be to be kept off-site.
- Business critical documents (e.g. insurance policies, accounting data, personnel information and documents) to be held in a fireproof safe or off-site.

7. DEALING WITH THE INCIDENT

It is impossible to anticipate the proper response to every possible incident or disaster. However, certain principles apply in most crises:

- All involved must know who is in charge and follow that person's instructions.

- Saving human life and health is more important than preserving property or reputation
- Heroic gestures should not be encouraged or supported: leave dangerous situations to the professionals

There will usually be a typical pattern after a disaster occurs. This will be along the following lines:

- A. INITIAL RESPONSE
- B. EMERGENCY PHASE
- C. RECOVERY PHASE
- D. Followed by return to Business as Usual

A. INITIAL RESPONSE

On discovering an emergency situation, any member of staff must understand that they have the duty and authority to contact The Head of School, any Security Staff member, any member of the CMT or any other Manager to report an emergency. It is then the responsibility of that person to await the arrival of the emergency service and direct them to the location of the problem. The CMT member will contact the Head of School, Security, and other members of the CMT, who will convene the Crisis Management Team.

B. EMERGENCY PHASE MANAGEMENT

The Emergency Phase: saving People and minimizing damage to the Academic Process and Property.

- The immediate responsibility of the Crisis Management Team during the Emergency Phase is to enable the Head of School to decide on the appropriate Course of Action to counter the imminent threat to the Safety and Security of the School.
- The Head of School immediately calls up the Operations Managers Team (OMT): Head of School, IT Manager, and Finance Manager to implement the Course of Action decided on.
- OMT activates the other Crisis Centre Teams: Security Team (ST), Attendance Team (AT), External Communications Team (ECT) and the Nurses Station.
- All Crisis Centre Teams commence work according to their Protocols (see Addenda A and B).

The following ACTIONS have to be taken immediately:

- Ensure that the appropriate Emergency Services have been called (CMT, ECT)
- Activate the Alarms: Contact Police, Local Authorities. US Embassy (CMT, ST, ECT)
- Disconnect utilities if necessary (LT)
- Liaise with Emergency and Security Services (ECT)
- Ensure everyone remains accounted for (AT)
- Keep off site, people who are not required at the incident (ST)
- Decide the next step:
possible school closure or sealing off an area, or evacuation (CMT/HOS)
- Inform Parents and Media as appropriate and prudent (ECT)

C. RECOVERY PHASE MANAGEMENT

The Recovery Phase: information management, restoring order, making emergency arrangements and

salvage. When the immediate crisis and danger is over, attention will shift to recovery.

Responsibilities during the Recovery Phase (all under direction and supervision of the HOS/CMT):

- Maintain a log of events and communications (DMT/ECT)
- Prepare a summary of what has happened (DMT)
- Keep in close communication with Local Authorities, Police, Embassies (DMT/ETC)
- Keep in close communication with selected Health Facilities (NS)
- Keep Parents informed, if possible and appropriate. (ECT)

- Provide extra care, attention and guidance to those students and staff (Counsellor) who seem particularly distressed. Especially out of the ordinary behaviour must be noted and acted upon: an ordinarily active child becomes very quiet, etc.
- Identify immediate needs: Food, Electricity, Lighting, Water, Blankets. (LT)
- Deal with Media: have prepared statements for the press and advise the Media. Statements must be prepared with great care. Statements once made, cannot be rescinded. Be accurate and factual. (ECT/CMT)
- Start to identify the next steps: What will be needed for the next 48 hours? This activity should only commence when all students and staff are safe and well supervised (CMT/HOS)

At this stage, the CMT should take care to avoid making irrevocable decisions. This is the point where consultation and planning for the “after-crisis period” may start to pay dividends.

If recovery is going to take a long time, it may be prudent to split the teams into shifts.

D. BUSINESS AS USUAL

If the important data has been stored off site, as suggested in this plan, work can start to reinstate normal functioning, provided that there has not been excessive damage to the school premises. Should one of the main school buildings be unusable, then room would be sought in the other building. This would be a temporary measure until longer-term temporary buildings such as a private residence could be utilized.

8. INCIDENTS/ACCIDENTS OUTSIDE THE SCHOOL CAMPUS (RETREATS/SCHOOL TRIPS)

Badly handled incidents and accidents off-campus can be devastating for the students and staff involved and can do severe damage to the morale and reputation of the School.

Extra care must be taken when away from the guidance and support from the School.

(See Addendum E)

9. GUIDANCE ON HANDLING THE MEDIA

When a disaster occurs, one of the most critical factors in making a successful recovery may be the way that public relations are handled. This is even more vital when the crisis takes the form of an accident or a scandal relating to staff or pupils, when the press can be expected to be highly intrusive and merciless in their investigations. Saying the wrong thing can have significant repercussions.

There are certain principles which apply in all cases. Professional and Legal advice is recommended before making statements to the Media or other outside entities.

All communications with Media should be done by the External Communications Team, under direction of the CMT/Head of School.

For suggestions on dealing with the Media and other outside entities and guidance for handling telephone enquiries. (See Addendum C)

10. OTHER CRISES

Many other potential crises can be imagined. In these situations, there may not be a need to activate the Crisis Management Team or call the Emergency Services, but speed and clarity of response can reduce the damage done to the school's reputation and morale.

Instructions are detailed below. Most actions, activities and responsibilities are very similar in different situations. Care and common sense are always needed. Under all circumstances, contact the appropriate people: Head of School and Principals, Administrative Office, the Counselor, or whatever the situation demands. Make sure proper and detailed documentation and reporting is done and ALL official entities are informed: Board of Directors, Police, Embassies, Department of Education.

Find a list of potential crisis situations below. Only the most relevant and specific actions are mentioned.

EMERGENCY RESPONSE PLAN

11. GENERAL INSTRUCTIONS

THESE ARE THE EMERGENCY INSTRUCTIONS FOR 7HILLS INTERNATIONAL SCHOOL.
SAFETY AND PHYSICAL WELL-BEING OF STUDENTS, STAFF AND VISITORS IS THE FOREMOST GOAL.

During times of emergency, it is important to provide prompt and accurate information to students, staff, parents and media. The Crisis Management Team/Head of School will provide information to the Board of Directors. The Crisis Management Team will inform Staff and students of the development of the emergency and will give instructions accordingly and the External Communication Team will be designated to release information to the media and notify parents if required.

Access to sites by the public and media should be restricted. Persons answering phones (External Communications Team) should be given explicit instructions by the Crisis Management Team/Head of School on what statements to make. All other staff and students should not make any phone calls.

The Crisis Management Centre will be set up immediately in the Head of School's Office, under supervision of the Crisis Management Team (CMT) and consisting of the Security Team (ST), External Communication Team (ECT), Attendance Team (SAT), Logistics Team (LS) and the Nurse's Station.

IN CASE OF A SCHOOL INVASION, THE CRISIS MANAGEMENT TEAM WILL RELOCATE TO THE HEAD OF SCHOOL'S OFFICE.

All Teams will follow Crisis Management Team Protocols which are attached (ADDENDA A and B).

Instructions to all Staff:

All references in this document assume that the Head of School (HOS) as head of the CMT will take the lead role in carrying out the procedures, delegating as necessary.

Written Instructions have been disseminated to all staff and students.

Emergency responses have been specifically written for a wide variety of possible emergencies. However, the following general guidelines should be adhered to:

1. Remain calm!
2. Use common sense. Make quick and decisive judgments about what should be done, and then confidently follow through on those decisions. When making decisions, consider what is best for the majority of your students.
3. When becoming aware of an emergency:
 - a. Implement measures for student safety. Take control and give firm and clear directions.
 - b. Move students into the classroom as soon as safely possible. Get students and staff below window level when appropriate (for example with gun or bomb threats)
 - c. DO WHAT IS BEST FOR THE STUDENTS! Remain in the classroom unless you are informed by the CMT that it is safe to leave.

12. CAMPUS EVACUATION

A campus evacuation takes place **only in extreme circumstances**, when the safety of students, staff and visitors are directly threatened: school invasion, explosion, major gas leak, or out of control fire.

Evacuation (move from classroom to safe room and to evacuation gates and sites, should only take place when it is “safe” to do so. In cases of direct danger (school invasion/shootings) all will stay “hunkered down” in class rooms or safe rooms.

EVACUATION USUALLY HAPPENS IN THREE (3) PHASES:

1. STAY IN CLASSROOM IN THE PREDETERMINED SAFEST CORNER.
2. GO TO ASSIGNED SAFE ROOM – OR NEAREST ONE
3. EVACUATE VIA ASSIGNED EVACUATION GATE AND
4. GO TO ASSIGNED EVACUATION SITE OFF-CAMPUS

- If the ‘EVACUATE’ command is given, quickly move your class by predetermined route to the Safe Room, where further instructions will be given.
- Check for any injuries and/or missing students and REPORT.
- If the command to evacuate the campus is given, follow instructions and move class along the predetermined route to the Evacuation Gate and continue to the Evacuation Point. Await further instructions.
- Directions for Campus Evacuation will, in most cases, be given once students are in the Safe Room.
- Follow Safe Room Warden’s instructions quickly and completely.
- Exit via the pre-arranged Evacuation Gate and go to the Evacuation Site.
- Stay there until further instructions.

13. ACCIDENTS

- Stabilize the victim in the position they are found in until emergency medical personnel arrive.
- If needed, ensure The Surgery, IHK or appropriate doctor (check student's file) has been called.
- Notify parents, legal guardians or emergency contact.

14. ALCOHOL AND OTHER DRUGS

- Notify the Head of School immediately.
- Isolate parties involved for interview and investigation.
- Notify Parents. Determine what intervention / follow-up is necessary.

15. FIGHTS

- STAY AT SCENE, take control and give specific direction to stop.
- Report to the Head of School
- Determine disciplinary consequences.
- Determine the level of assistance needed (i.e. police, and counsellor).
- Determine what intervention / follow-up is necessary (i.e. counsellor, psychologist, etc.).
- Notify parents or legal guardians to remove student(s) from campus.

16. VANDALISM

- Protect evidence / take pictures.
- Determine disciplinary consequences and what follow-up is needed (i.e. police or in-house, restitution).

17. HARRASSMENT / DISCRIMINATION

Verbal threats, threatening behaviour, hazing, intimidation, gang behaviour, bullying and discrimination.

- Give specific verbal direction to diffuse the situation.
- Document the incident ASAP for the Head of School.
- Determine disciplinary consequences.
- Determine what intervention / follow-up is necessary (i.e. counsellor, psychologist, etc.).
- Notify parents / legal guardians / appropriate personnel.

18. FLOODING

- Be prepared to evacuate the area when given instructions.

19. GAS LEAK

- If possible, shut off the leaking gas valve.
- Do not operate any electrical switches or light any matches!
- Be prepared to evacuate the area when given instructions.

20. HAZARDOUS MATERIAL RELEASE

- Avoid direct or indirect contact with released material.

21. MEDICAL EMERGENCY

- Assess the severity of injury.
- Request medical help/call School Nurse/inform principal or HOS
- Stabilize the victim and administer First Aid / CPR if trained to do so.
- Notify parent/legal guardian

22. THREATENING PERSON(S) ON CAMPUS

- Contact School Administration/Security and give description and location of the threatening person(s).
- FOLLOW EMERGENCY PROTOCOLS.

23. DEMONSTRATIONS / LARGE GROUP ALTERCATIONS

- Contact the school Administration Office and Security.
- STAY AT THE SCENE, if not in danger.
- School Administration to contact Police.

24. WEAPONS ON PREMISES

- Attempt to diffuse potential violent actions. DO NOT PUT YOURSELF IN DANGER!!!
- Evacuate the area/room.
- School Administration: Confirm that Emergency Services (Police) have been called. Give a specific location if possible.
- Ensure that Security Staff is dealing with the situation.
- Determine disciplinary consequences.
- Notify parent/legal guardian.

- Document and file incident report (Police, student file, Board of Directors)

25. BOMB THREAT (by phone)

Engage caller and write down exact statements; if possible, record conversation. Try to engage assistance while on the phone. Do not interrupt the caller except to ask questions as suggested in Addendum D.

- Activate Crisis Management Team.
- Call the Police

It is the mutual responsibility of the Head of School/CMT and the Regional Security Office to immediately inform each other of such Bomb/Threat calls and to discuss the information recorded on the call so that a determination concerning the seriousness of the call can be made. This will determine whether or not the building/campus will be evacuated.

If the building is not to be evacuated:

- a. The Security Team, administration and the maintenance staff will search the general areas of the buildings for the possible location of any foreign/suspicious object.
- b. After a careful search of the building, if no bomb or foreign objects are found, school will continue as usual.
- c. In the event any such objects are discovered, the plans for evacuation will go into effect immediately.

26. EXPLOSIONS / FIRE

Assemble students at pre-arranged Fire Assembly Points and take attendance.

27. SHOOTINGS

- Move students into the classroom as soon as safely possible.
- Follow Emergency Response Instructions
- Convene the CMT
- Start Emergency Procedures and follow Protocols
- Document incident and file report for Police and Board of Directors

28. MISSING CHILD / KIDNAPPING

- Contact school administration/security.
- Search campus for the missing student.
- Contact the missing student's parent or legal guardian.
- Involve police as early as deemed appropriate; especially if a kidnapping is thought to have occurred.

29. (SEXUAL) ASSAULT

- Stay with the victim until the first aider and Child Protection Officer arrives.
- Call 999 for police and The Surgery/IHK (for ambulance) if necessary.
- Provide support in a private area for the victim with an adult.

30. SUICIDE - VERBAL / WRITTEN THREAT

Take all threats seriously and report.

Level A: Minimum Threat (Rumour or hearsay)

- Consult with the Head of School and the School Counsellor for decision-making support.
- Contact parent/legal guardian to discuss impressions, recommendations, and referral source.

Level B: Moderate threat (person is in need of psychological consultation within reasonable amount of time)

- Work with parent/legal guardians to ensure arrangements for appropriate care.
- Secure parent/legal guardian permission to share information with treatment provider

Level C: Immediate Threat (Person in immediate danger of injuring self)

- Do not leave a person unattended.
- Immediate interview by Head of School, teacher and School Counsellor.
- Request immediate conference with parent/legal guardian.
- Support parent/legal guardian in decision-making and/or documentation of counselling plan.

31. DEATH OF STUDENT, STAFF OR VISITOR

- Inform to the CMT. IMMEDIATELY.
- Secure area, remove and isolate witnesses with a responsible staff member.
- Document incident ASAP for Principal/HOS.
- Secure the scene and protect evidence, cooperate and facilitate investigations by the proper authorities.
- The Head of School, Principal, ECT or Board Chairperson will communicate with the media.

ADDENDA

ADDENDUM A: CRISIS MANAGEMENT CENTRE

7Hills School has set up a CRISIS MANAGEMENT CENTRE in the Head of School's office, under supervision of the Crisis Management Team (CMT) and consisting of the Security Team (ST), External Communication Team (ECT), Attendance Team (AT), and the Nurse's Station.

All Teams will follow Crisis Centre Teams Protocols (ADDENDA A and B).

All Teams will arrange backup of duties within their team.

IN CASE OF A SCHOOL INVASION, THE CRISIS MANAGEMENT TEAM WILL RELOCATE TO THE _

CRISIS CENTRE TEAMS Protocols:

1. THE CRISIS MANAGEMENT TEAM (CMT)

Command Centre of the CMT is based in the Head of School's office.

The immediate role of the CMT is to support the Head of School (HOS) to take a Course of Action required to deal with the Emergency. The role of the CMT is to bring Leadership, order, and guidance needed to ensure the safety of those involved in a crisis situation and, where possible, take steps to limit the damage.

The Core of the Team will consist of:

- Head of School (HOS)
- Head of Student Support
- One member of the Board of Directors (by phone)

Additional members can be added as per Head of School's discretion.

IF HOS IS NOT AVAILABLE TO TAKE THE LEADERSHIP POSITION, THAT RESPONSIBILITY WILL BE TAKEN BY THE NEXT AVAILABLE PERSON IN LINE – SEE ABOVE.

Tasks:

- Convenes immediately when a danger to the safety and security of the school is detected/reported/confirmed
- Based on feedback from CMT, the Head of School (HOS) decides on a Course of Action
- Instructs the Operational Managers Team (OMT) to execute the Course of Action
- Contacts Police
- Activate all Crisis Centre Teams

The role of all the other teams is to implement the decisions made by the HOS/CMT.

2. Security Team (ST)

The role of the ST is to provide security to the School Campus by all means possible and reasonable: from preventing people from entering the grounds, to removing hazardous materials, safeguarding students, staff and visitors, liaising with outside security entities.

The ST consists of:

- Guard on Duty and if needed the IT manager

Place: Roaming

Tasks:

- Work with the Police Officers
- Shut and lock Main Gate
- Stop traffic
- Take action as appropriate and needed

3. Attendance Team (AT)

The AT keeps account of ALL Students, Staff and Visitors and reports to the CMT/HOS as appropriate and requested.

The AT consists of: _____

Place: Staff Room

Actions:

- Set up at in Staff Room
- Communications with teachers and wardens for emergencies
- Receive and record calls from Teachers with complete Attendance
- Confirm absent Students/Record, report missing students and "extra" students
- "Match" if possible
- Record presence of all staff, visitors and contractors' crews
- Calls teachers "off-campus" (with or without classes)
- Report periodically to HOS/CMT

Materials needed:

- Student rosters (alphabetical and by class/grade)
- Master schedule/personnel roster
- List of telephone numbers of Teachers/Wardens/Supervisors/Parents
- Personal Computer, phone, pencils and pens

Prepared Responsibilities: Administration Officer:

- Updating documents
- Supplies
- Call Lists
- School Roster
- Personnel Roster/Visitors

4. External Communications Team (ECT)

The ECT's role is to inform all outside entities with the required and appropriate information: Parents, Authorities and Media.

The ECT consists of:

- Administrative Officer

Deals with ALL Enquiries and Communication with Parents and Media

- Pre-recorded text messages to Parents
- Pre-recorded voice messages to selected Parents
- Responding to phone calls from Parents
- Dealing with the Media
- Prepare Press Releases and Scripts
- Contact Authorities: Police Department, Local Authorities
- Activates contact with Emergency Health Facilities (The Surgery, IHK)
- Activates contact with Fire Department

Materials Needed:

- Updated List with e-mail addresses and phone numbers of Media, Police and other Local Authorities, Parents and Board Members.
- Student List
- Personal Computer, phone, pencils and pens

5. Logistics Team

6. School First Aid Room First Aider

The First Aid room is always in a prepared state to take on emergencies: First Aid supplies, water, blankets.

- Clears area and prepares for casualties
- Is in direct communication with Emergency Medical Entities (The Surgery, IHK)
- If need, summons staff with First Aid/Resuscitation Certification
- In case of need for medical emergency assistance, contacts OMT

7. Teachers and Safe Room Wardens

Follow instructions as per ADDENDUM B: Instructions for Teaching Staff and Safe Room Wardens.

Teachers need to have within easy reach: the daily attendance and their mobile phone for further instructions.

Wardens need to have: Orange Vest, mobile phone, WT, keys for the Safe Room and Exit Gates, Attendance Roster for the classes assigned to their Safe Room.

ADDENDUM B: INVENTORY FOR SAFE ROOMS AND EVACUATION SITES

The assigned Safe Room Warden will bring the Warden's outfit:

1. Mobile Phone.
2. Keys for Safe Room.

In addition to that there must be in place:

1. Attendance Roster.
2. First Aid Kit and Wipes.
3. Water and snacks (cookies, dried fruit, energy bars).

ADDENDUM C: DEALING WITH THE MEDIA AND OTHER OUTSIDE ENTITIES

Needed: List of UPDATED Phone Numbers/E-mail addresses of Media, Police, Local Officials, Embassy Staff, Parents, Board Members.

Actions to be taken:

- The External Communications Team (ECT) is the point of contact with the media to whom all involved should direct questions.
- Under no circumstances should the name of any casualty be divulged to the media.
- The Emergency Services Officers (Police) should write down, as soon as possible, all relevant details. A record should be made of any witnesses. Any associated equipment should be kept in its original condition.
- Legal liability should not be discussed or admitted.
- All accident forms should be completed and insurers and Local Authority inspectors should be contacted.
- Parents should be informed of any delays that will be necessitated.

Other suggestions and tips

- Questions about normal policies should be anticipated
- Do not get drawn into answering hypothetical questions
- Do not admit liability
- Do not attribute blame
- Do not identify any individuals involved until their next of kin have been informed
- Do not attribute views to other individuals or organizations
- Only use facts which are absolutely certain, and avoid unnecessary detail
- Never comment "off the record"
- If giving a TV interview or posing for a press photograph, consider the background of any location shots – do not stand in front of the disaster scene.
- A holding statement should be cleared with the CMT/HOS and issued as quickly as possible, ideally within one hour. Routine enquiries should be answered by reference to the statement.
- The press statement should be reviewed at least once every day.
- Early consideration needs to be given as to whether to employ professional public relations advisers; if so, the sooner they are on board the better.
- Press should not be allowed on the premises, except by invitation.
- Staff and Pupils should be asked not to speak to the press, and to report to the HOS any incidents where they have been approached.
- Staff should be aware that members of the press will sometimes pretend to be an old pupil, a governor or a parent. (note we do not have governors) They should treat all enquiries with extreme caution.
- It is vital that any information given to the press is correct in factual content and approach with the line that has been given to parents and pupils. Any discrepancies will be quickly revealed and will reflect badly on the School.

GUIDANCE FOR STAFF HANDLING TELEPHONE CALLS

- Give your name if it is requested.
- Keep calm and listen carefully to the caller.
- Show that you understand their concerns and want to help them.
- Reassure the caller that the situation is under control.
- Do not in any circumstances admit liability or fault.

- Never criticize the school, any of its staff, or the way the crisis is being handled.
- Do not give out personal details relating to individuals without the authority of a senior manager.
- Never say anything “off-the-record or “in-confidence”.
- Do not become impatient or lose your temper.
- Only promise to call back if you are certain that you can do so.
- If a journalist or reporter calls, refer them to the press statement. If they have other queries, pass the call to the Head of School or the Board.
- Be aware that journalists can masquerade as parents, old ladies or governors. Be very wary of intrusive questions and if in doubt, say you will call back. Check the number they give, or ask for other details (e.g. confirmation of address) before providing information.
- Make a brief note of each call, logging the time, who called and what information was given.

ADDENDUM D: BOMB THREAT QUESTIONS

- When a staff member receives a “bomb threat phone call” it is most important to find out as much as possible: what kind of bomb, time, location, etc. Therefore, stay calm and attentive and if possible keep the caller on line as long as possible and try and ask the following questions:
 - a) When is the bomb going to explode?
 - b) Where is the bomb?
 - c) What does it look like?
 - d) What kind of bomb is it?
 - e) What will cause it to explode?
 - f) Why are you doing this?
 - g) Who are you?
 - h) Where are you calling from?

Assess urgency and notify Administration.

Origin of call (if known): Local or Distance Phone Booth, Internal or Mobile

Description of caller's voice: Male or Female

Estimate of age (young, middle age, old) :

Tone of Voice:

Accent:

Other voice characteristics:

Did the caller seem familiar with the facility?

Was there any background noise? What kind? (Traffic? Children? Music?)

ADDENDUM E: RISK ASSESSMENT FORM

ADDENDUM F: INCIDENTS/ACCIDENTS OUTSIDE THE SCHOOL CAMPUS

A. ACTIONS IN THE EVENT OF AN EMERGENCY ON A SCHOOL TRIP

- Establish the nature and extent of the emergency.
- If there are injuries, establish their extent and administer first aid (if you have been trained or feel capable – but be aware of consequences that might follow were you to give incorrect treatment).
- Telephone relevant emergency services.
- Establish names of the injured and ensure that all members of the group are accounted for and safe.
- Advise other staff of the incident and that emergency procedures are in operation.
- Ensure that an adult accompanies casualties to hospital or if on your own you go with the injured pupil(s); the Emergency Services will look after the rest of the group until another member of staff arrives.
- Arrange for one adult to remain at the incident site to liaise with emergency services until the incident is over and all pupils are accounted for.
- Control access to telephones until contact is made with the Head of School and until they have had time to contact those directly involved. Pass full details of the incident (name, nature, date and time of incident, location of incident, details of injuries, names and telephone numbers of those involved, action taken so far).
- The school will arrange to contact the parents of those involved. In serious incidents the parents of all team members should be informed.

B. WHAT TO DO IN CASE OF A SCHOOLBUS BEING HELD UP IN TRAFFIC, DUE TO CIVIL DISTURBANCES

- In consultation with the driver, establish the seriousness of the hold-up. Try and find alternative routes.
- Contact, if possible, by mobile phone, the School Administration, to appraise them of the situation.
- Call in help/protection from local authorities (police/fire brigade) and/or available local private security personnel. If near an Embassy, other International School or well-known Hotel, Hospital or other business or company, go there and seek shelter.
- Keep bus doors and windows closed if danger is imminent.
- DO NOT LET STUDENTS OFF THE BUS.
- Watch out for dehydration among students and staff.

ADDENDUM G: AWARENESS AND PREVENTION

Security and Safety is a concern for the whole school population: Students, Parents, Staff/Support Staff, Administration, Principals, Head of School and Board of Directors.

EACH PERSON IN OUR SCHOOL COMMUNITY HAS TO BE AWARE TO HELP PREVENT ANYTHING WHICH MAY THREATEN THE SAFETY AND SECURITY OF THE SCHOOL AND ITS OCCUPANTS.

HOWEVER, WE NEED TO KEEP IT IN PROPORTION AND NOT LET FEAR AND SUSPICION TAKE OVER.

In case of any suspicious event, each person has the responsibility to report it to any Security Staff, staff member, supervisor, teacher or Admin Staff.

EVENTS CAN BE:

- People/students in places where they should not be e.g. people climbing over the outside wall.
- Unknown and un-authorized people (no badges or colour codes jackets) on the school grounds
- People hanging about outside the perimeter wall/gates
- Unknown packages delivered at the gate/Reception/classrooms
- Packages left behind in bathrooms, classrooms etc.
- Abandoned backpacks
- Cars parked in wrong places or in a suspicious way
- Fire hazards, such as exposed electrical wiring, open fuel containers
- Trip hazards, such as improperly stored equipment and materials
- Open or broken-in doors and windows
- Smell of gas
- Smoke

WHAT TO DO?

1. Do not panic
2. Do not take impulsive action – NO NEED FOR HEROES
3. OBSERVE and assess the situation:
 - a) What do you see, hear, smell?
 - b) How many people, how old, kind of dress, WEAPONS?
 - c) What kind of package?
 - d) What colour backpack?
 - e) Location - where is it?
4. DO NOT GET CLOSER - STAY OUT OF SIGHT - FIND SECURITY AND/OR OTHER STAFF AND REPORT WHAT YOU HAVE OBSERVED.
5. CONTACT Administration, Principals, Head of School, Security and REPORT.

WHEN SEEING AN EMERGENCY CALL RECEPTION 0414-596-033/034 OR SECURITY 0785-541-197

STAY OUT OF DANGER – DO NOT TAKE ACTION - REPORT