

Last updated by: Charlotte Fisher

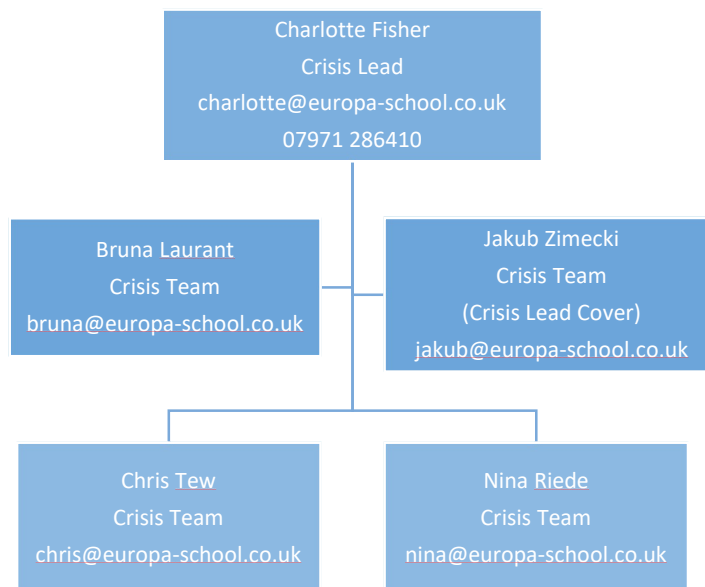
On: 17th May 2020

Policy renewed at least annually, or as required according to changes in procedures or legislation. The policy is available on the Europa website.

Responsibility for this Document: Charlotte Fisher

Responsibility for implementation: Charlotte Fisher (Crisis Lead) and Jakub Zimecki (Crisis Lead Cover)

Crisis Response Organogram:



1) Policy Statement

Europa School of English has developed procedures so that the school can deal with an emergency or crisis efficiently and effectively.

A crisis is a time when decisions have to be made quickly. There is often inadequate information and the consequences of those decisions and the school's response may be significant. The credibility and reputation of a school can be greatly undermined with a poor response to a crisis.

In contrast to risk management which involves assessing potential threats and finding the best ways to avoid those threats, crisis management involves dealing with the threats after they have occurred.

Crisis management begins with good leadership. The senior management team at Europa School of English have established clear guidelines and procedures to ensure effective crisis management of a broad range of potential incidents.

This policy supports our other policies such as Risk Assessments, Safeguarding Policy, Adult Behaviour Policy, Fire Emergency Procedures

2) Crisis Management Team

Europa School of English has established a “Crisis Management Team” that will always be ready to initiate, coordinate and monitor the school response. The crisis team consists of:

Job Title	Name	Tasks
General Manager	Charlotte Fisher (Crisis Lead)	Media Management / Local Authority Contact / HSE Liaison / Building repairs
Operations Manager Summer	Jakub Zimecki (Crisis Lead Cover)	Emergency services liaison Transport
Operations Manager Year Round	Bruna Laurant	Student liaison (Juniors) Student liaison (adults)
Sales and Marketing Manager	Nina Riede	Parent/Family Liaison
Academic Manager	Chris Tew	Counselling services

The crisis team will have standard procedures for certain events and the competence to react appropriately to events that are different or were not predicted. The team structure will depend on the type of crisis they have been set up to manage but broadly the tasks are outlined above. A secure end to end encrypted communications messaging channel is set up on our slack profile which will be used in the event of a crisis situation. The team will document all incidents and responses with dates and times and will be careful to put the safety of the staff and students as their first priority at all times. A crisis to one person may must be an inconvenience to another. Someone has to make a decision to activate a crisis situation for ESE Ltd. This will be the Crisis Lead who will oversee the crisis or incident and coordinate the response from the control room. In the Crisis Lead’s absence the Crisis Lead Cover will take on this role.

3) The Basics

- All staff will have access to our risk assessments where important numbers and where the nearest hospital/emergency unit is located are kept.
- All staff will have access to our clear written guidance about what to do in case of an emergency on our Coda App which they will download during their training.
- Staff will have quick access to all student mobile numbers both on and off site
- Staff will have access to next of kin telephone numbers. Only the designated parent/family liaison staff member to contact next of kin during a crisis.
- Operations Manager Year Round will get in touch with local police annually so that they know who we are and that we might contact them in emergencies.
- All staff are given an induction and shown around their school or campus and the emergency exits are pointed out to them.
- Staff are asked to be familiar with all relevant school policies and these are made part of the induction procedures.
- This crisis management document is used at the seasonal training events as a basis for a session on effective crisis management.

- Staff are encouraged to be confident in speaking out if they are concerned about anything. Their line management and who they can speak to in case of a problem is always clear.
- All staff are aware of where the first aid box is kept.
- The control centre room for ESE Ltd in case of a crisis will be in the Academic Managers office. Where the crisis is at the site in Bournemouth, the control centre will be moved to the Lynton Court hotel next door, or to another hotel further away if appropriate.

4) Different types of crisis situations

The term 'crisis' can describe a lot of situations that might arise during a junior or adult language course – so first of all, staff members need to be able to distinguish between various crisis levels on the basis of a colour-coded ranking:

Daily Routine (green)	Selective incident where usually individuals are involved and that can be dealt with by the operations team in the centre.	<ul style="list-style-type: none"> • small accidents • illnesses • temporary loss of students
Extraordinary Incident (yellow)	Possible disturbance of the booked services; development might end up in a potential crisis. Incident might have an impact on customers or the provider. Media interest is low or not present, booking situation is not affected.	<ul style="list-style-type: none"> • danger of a natural disaster • strikes without major impacts • signs of a mild infectious disease • small transport accident without injuries
Significant Incident (orange)	Booked services are severely disturbed or limited. Incidents that are wide outside the norm. Extensively negative impacts are possible. Media interest is raised and customers are affected. The booking situation is affected.	<ul style="list-style-type: none"> • severe natural disaster • severe accident with injuries • fire incidents • political riots • increased security advice • accumulation of an infectious disease
Crisis (red)	Booked services are endangered. Complex and confusing incidents. Increased danger, high media interest. Customers are affected/injured/dead – booking stop might be necessary.	<ul style="list-style-type: none"> • severe transport accident (coach/plane/ferry/ train) • terror attack • natural catastrophe • pandemic (eg Covid-19) • official travel warnings

The possible incidents are only examples and the crisis lead along with the crisis team will decide what to do in any critical situation. If you are confronted with what you believe to be a critical situation, you must contact the Operations Manager (either summer or year round) as soon as possible. The Operations Manager will escalate to the Crisis Lead and if necessary a crisis situation will be declared. From the table above it should become obvious that a situation can change its significance depending on how it develops. An extraordinary incident can turn into a significant incident if the situation changes – so please always keep in mind that the first evaluation might change according to what happens afterwards.

5) Planning for safer off-site visits

Staff are made aware that certain trips are higher risk than others. Locations where there are likely to be large groups of tourists or locals gathered are at particular risk. The operations manager gets updates from the Transport for London website which send out information around big events and possible disruptions. Where it is decided that a trip should not take place due to the risk of a crisis or significant incident an alternative trip will be offered. If it is decided that students will be safer on-site the students will take part in our usual on-site workshops.

All risk assessments contain a section for Crisis Management and potential 'safe haven' points for students or staff to gather should it be necessary.

6) Crisis Management

If there is a crisis situation, the following steps have to be followed:

- 1) Deal with the incident at hand. Deliver first aid if necessary. Call the emergency services.
- 2) Identify a possible safe refuge in the location you are in (a nearby café? Check the risk assessments)
- 3) Issue clear non-alarmist information to students to reassure them and give expectations on their behaviour. Eg ("There has been a terrorist incident nearby, you will need to stay in this café until I say it is safe to leave")
- 4) If possible and when appropriate try to take emergency notes (make sure you can describe the situation: What? Who? When? Where? How?)
- 5) Organize all local staff available to be capable to act and make sure you assure their availability
- 6) No attributions of blame or discussions about possible causes at this stage
- 7) Support emergency services if necessary – follow their instructions
- 8) Try to separate persons involved into three groups: those who have not seen or realized what happened – those who are close to the victims – witnesses of the incident.
- 9) The crisis team will set up a 'control room' (this will normally be the academic managers office at the Bournemouth school)
- 10) All available members of the Crisis Team will work from the control room.
- 11) Information for parents or other guardians will be done via the nominated person in the crisis management team – so keep the team updated via the slack channel.
- 12) Protect students from media representatives if necessary – politely refer them to the crisis management team.
- 13) Prevent students and staff from posting any crisis relevant information on any social media channels.
- 14) The only person who may speak with or communicate with parents of students or next of kin are the emergency services, the crisis lead or the Parent/Family Liaison contact

All staff are advised to always contact their line manager in any situation if they don't know what to do. In case of a crisis, a staff member from the crisis team or the whole team will come to assist.

There is a Slack communication channel on our work messaging system available for the crisis team to communicate with each other quickly and securely #crisis_response.

The Centre Manager or Operations Manager is of major importance in dealing with emergencies and crisis situations. They collect, sort and pass on information on the incident, they coordinate their staff and put measures locally into action. They are the only people who should communicate with the crisis management team.

7) Communication and the media

Only the designated staff member from the crisis management team will speak to the media. The following points should be considered:

- Don't use jargon or technical terms. Clear communication reduces misinformation and it doesn't appear you are trying to confuse.
- The media person should be confident, able to speak clearly and fluently, have good eye contact and not appear nervous.
- Some responses can be discussed and pre-drafted by the Crisis Management Team.
- Communication should be quick, accurate and consistent.
- The school website and social media channels must be updated regularly with clear concise information.
- Always speak with one voice – make sure everyone is getting and passing on the same information.
- Express concern, empathy and sympathy with or for those involved.
- Make sure staff are kept up to date. Meet with them as soon as possible after a crisis event.
- Deliver all the information promised. Don't give promises you cannot keep!
- Talk to media off site if possible.

8) Record Keeping

Keeping an accurate ongoing record of events with dates, times and names and in real time is absolutely crucial. This record should also include all communications both incoming and outgoing. There is a crisis events log template attached which should be used.

9) Control Centre

In the event of a crisis a control centre will always be set up staffed by the available members of the crisis management team, there should be at least 3 members of the team at the control centre during the crisis. In Bournemouth the control centre will be in the Academic Managers office. There is a landline telephone access to a PC and internet and also toilet facilities. If the crisis means the control centre cannot be in the school then the centre will be moved to the Lynton Court hotel next door to the school. Where this is not possible a control centre will be set up at an appropriate hotel in Bournemouth.

The Crisis Lead or Crisis Lead Cover will assume control and will open an emergency procedures file. All relevant ancillary staff and staff in other locations who need to be aware of an unfolding crisis must be alerted.

- Assess the situation based on the information given by the trip leader. Find out exactly what has happened and the extent of the situation.
- Check key information about members of the group are they:

- Accounted for
- Safe
- Adequately supervised
- If anyone is injured find out the extent of the injuries and the details of the injured party.
- Find out which emergency services have been informed.
- Open a crisis events log as attached
- Ensure Crisis Lead has been informed if they are not in the control room
- Open the Slack Crisis response channel and use it for quick communication to all.
- Find out if further support is required on scene of emergency. If necessary and safe send more staff to the scene to assist or find other responsible persons who may be able to help (another language school nearby)
- Go online and find out any relevant details about the emergency to relay to all staff. Look out for offers of help, beds, food, shelter and other support.

Prepare for the return of students.

- Find out what needs to be done for students when they return to the school or their hosts.
- Ensure transfer direct to their host families or residences
- Ensure access to food and drink on their return if necessary
- Consider that some students may need some emotional support on their return. If necessary those students or staff may wish to come to the school prior to returning to their residences or hosts. Staff are advised to be a supportive listening ear and to focus on the many acts of kindness and positive acts rather than dwelling on the trauma.

10) Training

This Crisis Management Policy and the Crisis Response Document on the Coda App are used to form the basis of one of the training sessions for all supervision and management staff who attend our annual training course prior to the season start.

The management team will be required to go through the Crisis Management Policy on site as part of their destination training taking particular care to think about how a lockdown might be possible in their particular centre. Examples of specific incidents and role plays are used as part of this training to ensure that all staff understand the types of incidents that they may have to deal with.

An external safeguarding practitioner assists with our annual training and the session on safeguarding will also incorporate some elements of our Crisis Management Policy.

Training will specifically point out the different incidents that may require either evacuation or a lockdown (partial or full). The Bournemouth staff will enact a lockdown training run annually at the same time that this policy is renewed reminding staff of the alert system and who is in charge of locking down which entrance/exit in the event of a lockdown.

All supervisors and management staff are first aid trained and it is a condition of their recruitment that they show evidence of this prior to their employment.

11) Lockdown

Certain incidents may require the school to 'lockdown' rather than evacuate. Evacuation is the solution where there is for example a fire or a gas leak but in other cases lockdown may be more appropriate. There can be different types of lockdown (dynamic, partial and full). Incidents which impact staff and students occurring outside or near the premises eg a bomb threat to a nearby premises, freak weather conditions or civil unrest may necessitate a partial lockdown. An incident where an intruder seeks to, or gains access to, the school with the intention of harming those inside would necessitate a full or dynamic lockdown.

All staff will be alerted about a lockdown via email and instant message, if possible an alert on the internal phone system will also be sent out. There is a note on reception explaining how to initiate a lockdown alert and how to call the emergency services. All employees who staff the reception desk are trained on this.

The person who initiated the lockdown will give brief details of the incident if possible to all available or accessible staff after alerting the emergency services. The Academic Manager will ask one other available staff member to assist him in going round the classrooms and calmly telling teachers that there is a crisis situation (with brief details if possible) and that they must remain in their classrooms with the door closed staying away from the windows until further notice.

All exit and entrance points should be locked as soon as the alert is sounded if it is appropriate. If there are students and staff in the bistro or the main hall area they should be moved to one area (either the Bistro or Main Hall depending on the crisis and location) and that area should be locked. The following staff members are responsible for lockdown at our centre in Bournemouth:

Alerting Teaching Staff – Academic Manager plus two supervisors / Lead Teacher
Gathering Students in Main Hall/Bistro - Operations Manager Year Round
Lockdown Main Front Entrance – Centre Manager Bournemouth
Lockdown Main Hall Internal Doors – Centre Manager Bournemouth
Lockdown Flats Side Entrances X2 – Bistro Manager
Lockdown Hotel Side Entrances X2 – Receptionist Adult School
Lockdown First Floor Internal Doors – Academic Manager

Once lockdown has commenced the Operations Manager Year Round will alert the Crisis Response Team and a control room will be set up.

The Crisis Response team will coordinate the communications via the internal messaging system (Slack) in the Crisis channel. All off site staff and students will immediately be contacted and told not to return to the premises until they are informed by the Crisis Team that it is safe to do so. The internal email address all@europa-school.co.uk will be used to send a quick email out to all staff giving need to know information e.g that emergency procedures are in operation due to XXX incident, that they may be called upon to cover; reminding them not to talk to anyone

outside the organisation, especially not the media. They will be updated as soon as possible as more news becomes available.

It may not be necessary for a full lockdown but a partial or dynamic lockdown depending on the circumstances. The Operations Manager Bournemouth will alert all the lockdown staff if a partial or dynamic lockdown is necessary and will give clear instructions accordingly.

The Crisis Lead or Crisis Lead Cover will initiate the lockdown reversal. The person declaring the lockdown reversal should consider information carefully before declaring a reversal.

12) Important phone numbers

Police, Fire, Ambulance (Emergency)	999
Police (Non-Emergency)	101
Insurance (UK)	01425 486532
Insurance (Germany)	0049 78301234
Heiner Giese – Director (Germany)	0049 1724265776
Charlotte Fisher – Crisis Lead	0044 7971286410
Jakub Zimecki – Crisis Lead Cover	0048 783785895
Chris Tew	0044 7527911591
Bruna Laurant	0044 7771485046
Jackie Frampton	0044 7988456269
Nina Riede	0049 17635704610

13) Example Incidents

Bomb Threat

All staff who answer the phones in the building must be made aware that if they receive a threatening call they must;

- Remain calm and ask questions if possible.
- Try to keep the caller talking whilst alerting others
- If possible, staff should try and note down the time of call, the telephone number if displayed, the gender of the caller and the nationality.
- Alert the emergency services by dialing 999 as soon as possible
- Follow the advice of the emergency services but if advised evacuate the building
- When appropriate alert the Crisis Lead

Intruder on Site

Staff are asked to identify the type of intruder if possible in order to assess the risk level:

- Walk in opportunist thief
- Former student or staff member
- Host Family
- Armed intruder
- Someone under the influence of drugs or alcohol

- Unknown quantity

Challenging the Intruder

- Do not stand too close or invade personal space, this could trigger violent confrontation.
- Avoid an aggressive stance such as finger wagging or folded arms.
- Be polite. Stay calm; speak gently, slowly and clearly.
- Explain your authority to challenge them if it is questioned.
- Always tell another person when going to speak to possible intruders. Ask this person to accompany you and if necessary to alert other members of staff also.
- Avoid arguments.
- Never place your hand on a potentially aggressive intruder.
- Do not turn your back, and if you leave the room, do so backwards.
- Try to leave yourself an escape route which you have planned on entry to the area.
- Be on the look-out for weapons.
- If there is more than one intruder, do not confront them on your own, seek support first or enlist the help of the police.
- Alert other staff to partially lockdown the school at this point if you think it is necessary.
- A partial lockdown would mean teachers being alerted to the problem and being asked to remain in their classrooms with the doors and windows closed.
- In the case of a more serious and threatening intruder a full lockdown must immediately happen. Any available supervisors or staff who are able must alert all other staff by banging on all doors and shouting clear instructions.
- A full lockdown means all staff and students are asked to stay in their classrooms barricade the doors, stay away from the windows and remain quiet until the emergency services arrive.
- The crisis team must be alerted as soon as it is possible.
- After the crisis it may be necessary to speak to the students and bring in a trained counsellor where students may have been traumatised by the incident.

Terrorist Incident whilst on London Day Trip Excursion

If staff are alerted of a terrorist incident whilst students are on their way to London the coach driver will be asked to return to the home site. Where the students have reached London and a terrorist incident occurs;

In the London Preparation Meeting students are taught the rule RHT - Run, Hide and Tell.

RUN to a place of safety. This is a far better option than to surrender or negotiate. If there's nowhere to go, then...

HIDE It's better to hide than to confront. Remember to turn your phone to silent and turn off vibrate. Barricade yourself in if you can. Then finally and only when it is safe to do so...

TELL the police by calling 999

Students are told that if an incident like this occurs whilst they are not with a staff member or they get separated from the group then they must, as soon as it is safe to do so, proceed to

the meeting point. If it is impossible to get to the meeting point then they should go to the pick up point (Tate Britain)

All Supervisors must act fast and gather all their students at the meeting place as soon as possible. If it is impossible due to the situation to get to the agreed meeting place - all students are advised to go directly to pick up spot (Tate Britain).

It is most important that Supervisors check that all students are there and recognize and inform the Operations Manager immediately if anyone is missing. Everyone attending the trip is obliged to cooperate with authorities in case of an emergency event. Where a student is missing staff are asked to remain at the pick up point and alert the emergency services and the Crisis Team. If the student cannot be located a member of staff must wait at the pick up point whilst other staff members accompany the coach back to site. If appropriate a member of the crisis team will make their way to the pick up point to assist.

Infectious Disease

Infectious diseases will be controlled and the risk of them reduced at ESE Ltd by the following methods:

- Asking staff students during welcome meetings and at breaks to regularly wash their hands for 20 seconds using anti-bacterial soap
- Making antibacterial gel available to all at the school reception and at other relevant points throughout the building
- Asking students to cough into a tissue and dispose of it rather than into their hands
- Staying alert and asking any student who shows signs of having an infectious disease to stay at home and contact their GP or we will contact a doctor on their behalf. Students who are suspected of having an infectious disease should not attend a surgery in person.

In the case of a serious infectious disease such as Covid-19 found to be present on site among staff or students the following actions must be taken;

- The student or staff member will be asked to remain at home and self-isolate for 7 days from when their symptoms started or as long as medical staff ask them to.
- All students and staff who have been in contact with the student or staff member will be asked to stay at home and self-isolate for 14 days.

The school will be closed where it is found there is an outbreak of an infectious disease that cannot be contained. Public Health England will be informed.

A full risk assessment relating to reopening the school post Covid-19 can be found on our Risk Assessment App.

14) Post Emergency and After Care

The Crisis Lead should collect all records relating to the emergency and compile it in a coherent way.

The Crisis Lead will contact RIDDOR if they need to be informed.

<https://www.hse.gov.uk/riddor/>

Following the crisis the Crisis Lead will review the Crisis Management Policy and the Crisis Response information and amend if necessary.

Where appropriate lessons and improvements learnt from the crisis will be shared across the industry with other language schools

The Academic Manager will ensure that appropriate emotional support and therapy is made available for students and staff where it is appropriate. The effect upon the school community of a crisis, whether through violent, accidental or natural causes, will inevitably be severe and long lasting. The most immediately affected survivors will only be able to return to normal school life with a considerable degree of support and understanding on the part of other members of the school.

The reactions of students involved in a crisis will vary. Staff can help students by looking out for signs of nervousness, anxiety or depression, difficulties with concentration, memory or sleeping and anti-social behaviour. Some survivors of tragedies suffer from severe feelings of guilt that they have been spared, when their friends have died.

Those most likely to be seriously affected are those whose lives were put at greatest risk, who witness injury and death and who suffer other disadvantages (unstable family relationships etc.). It is not always possible to tell whether or how much young people are suffering. Staff, parents and other students can all help by keeping a watchful eye.

The emotional, social and academic effects of a tragedy can be very long term. Minor and seemingly unconnected occurrences can trigger off emotional reactions.

Regular staff meetings will be needed to keep students under review and decide upon appropriate action, including any need for specialist referrals. Therapists and counsellors can be made available to supplement the resources of the school. The Academic Manager is responsible for sourcing appropriate forms of support and aftercare where appropriate.

In a major incident involving the wider community outside Europa School of English, special procedures will be initiated by the Local Authority Children Services Department to co-ordinate the provision of aftercare of victims.

Crisis Event Log: (Template)

<p>Name:</p>	
<p>Date and Time:</p>	
<p>Location: (please be exact)</p>	
<p>Description of crisis: (be as thorough as possible)</p>	
<p>Names of those involved: (please include staff and members of the public – please collect contact details where appropriate)</p>	
<p>Action taken: (Please include names, times and any communication. Please update as crisis unfolds.)</p>	