

**BRYMORE ACADEMY**  
**Crisis Management Plan**

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**Signature of Chair of Governors**



**Signature of Headteacher**



# Contents

## Introduction

- 1 Definition of Crisis
- 2 Crisis Management Group (CMG) Objectives
- 3 Crisis Management Group Instructions
- 4 Composition of the CMG
- 5 Contact and Duties of CMG
- 6 Group Member Roles
- 7 Academy Closure
- 8 Business Loss/System Failure (no tragedy)
- 9 Serious Injury/Fatality
- 10 First Priority - The Students
- 11 Local Community
- 12 Nuclear/Local Emergency
- 14 Flood
- 15 Out of Hours Emergency Closures

## Appendix 1 Crisis Management Group, Roles and Useful Contacts

## Introduction

The Academy recognizes the need to produce a comprehensive Crisis Management Plan (CMP) to deal with the immediate consequences and aftermath of a major emergency situation.

The CMP concentrates on dealing with major emergencies involving physical damage to the Academy assets, incidents that threaten the health and safety of students, staff or visitors, the operational structure and/or reputation of the Academy and incidents which require special measures to restore normal operations.

Certain incidents (e.g., outbreaks of meningitis or other diseases, injury to students or staff) will be covered by separate specific protocols and would not normally require the CMP to be activated. The CMP can however be activated if the extent of any incident, including those with separate protocols is deemed serious enough to warrant activation.

The aims of the Plan are to:

- Protect human life
- Manage the crisis
- Protect the Academy's reputation
- Maintain business continuity by securing the Academy's infrastructure and facilities
- Return the Academy to normal business operations as soon as possible

The Plan makes provision for the mobilization of the Crisis Management Group (CMG) which is a standing group of individuals (with alternatives) who will be responsible for the immediate handling of the crisis, or potential crisis, and for coordinating the Academy's response. Their objective will be to establish the extent of the problem and to ensure correct information is provided to all parties involved. The CMG will subsequently establish immediate response strategies and tactics, deploy appropriate resources and initiate emergency-recovery processes. It will also maintain effective communication with those potentially affected by the crisis. When activated the CMG will meet in the pre-designated control suite which will be the Headteachers Office a second option depending on the severity of the damage to buildings would be, Deputy Headteachers Office or CEO's office.

The Plan will be:

- Reviewed annually and suitable amendments made
- Tested regularly by a simulation exercise involving members of the CMG
- Published on the Academy website and the existence will periodically be brought to the attention of Academy stakeholders

## 1. Definition of “Crisis”

For the purpose of this Plan a “crisis” is an incident which, because of its scale or impact, is beyond the scope of resolution of normal mechanism or decision-making authority within acceptable time scales. The characteristics of a crisis are: -

The Academy needs to act fast

And

There is a need for extensive cross-departmental co-ordination

And Either

There is a major disruption to the operation of the Academy

Or

There are potentially major negative PR consequences

General guide for defining levels of incident: -

- Level 1: a relatively minor or local incident causing no serious physical threat to personnel or property. May result in limited disruption of services, involve no legal ramification or pose no threat to the reputation of the Academy.  
CMP/CMG activated: NO
- Level 2: situations or incidents which pose a potential threat to personnel or property and/or can cause disruption to the operation of the Academy. May threaten the reputation of the Academy or have potential legal ramifications. May involve the isolation and/or evacuation of part of a building and assistance from the external Emergency Services.  
CMP/CMG activated: POSSIBLY
- Level 3: major incidents which (if not already) have the potential to escalate quickly into disasters. Will significantly (if not already) threaten human injury or life and affect the reputation of the Academy. May compromise the functioning of an entire department or facility, building or group of buildings, causing disruption to the Academy’s overall operation. Major efforts required from the Academy’s own support services as well as from the external Emergency Services.  
CMP/CMG activated: YES
- Level 4: standing down from a major incident/crisis  
CMP/CMG activated: YES

## 2. Crisis Management Group (CMG) Objectives

Primary objectives of CMG will be to:

- Establish what has happened
- Establish what degree of severity is involved
- Call in the Crisis Management Team
- Establish who is affected
- Establish where the incident has occurred
- Ensure all students, staff and visitors are safe and evacuated, kept inside or relocated to another location
- Prioritise immediate actions to minimize further damage/harm
- Deploy resources and equipment
- Communicate information, advice and instructions
- Assign essential duties to other staff during critical recovery stages
- Contact the parents of everyone involved

Brief:

- CEO
- Chair of Governors
- Staff
- Parents of non-affected students
- Community Leaders
- The Media
  
- Contact Somerset Psychology Service for support for everyone involved -  
Contact number 01278 446445 or out of hours 0845 3459122
  
- Give priority to the recovery program

### 3. Crisis Management Group Instructions

In the event of being called from home each member of CMG will be required to bring their mobile phone, appropriate clothing, sustenance and personal medicines.

### 4. Composition of the CMG

Role	Member	Alternate
CMG Co-coordinator	Headteacher	Deputy Headteacher
Student Support	Assistant Headteacher/Head of Boarding	Deputy Headteacher
Estate Management	Premises Manager	Head of Premises and Estates
Communications	Office Manager	Deputy Head of Boarding
H&S	Trust Health and Safety Officer	Chief Operating Officer

Additional staff members will be brought into discussions, depending on the nature of the incident.

Role	Member
Estates Support	Chief Operating Officer
Administration Support	Office Manager
IT/Information Systems	Head of IT/Trust Network Manager
Human Resources	Head of HR Officer/HR Officer

In the likely event of a partial or full emergency evacuation of one or multiple buildings or areas of the site, the following procedure will be followed -

At the initial identification of a critical incident students and staff will evacuate and assemble at the Fire Assembly Point where a registration will take place and further updates, or instructions will be given by the CMG. This will be conducted under normal fire alarm procedures.

In the event that an evacuation of a boarding house(s) should be required a suitable alternative location will be decided by the CMG. This will be based on several factors such as the nature of the incident, location, and possible duration of the incident. Students and staff will be relocated to one of the following onsite locations:

- Alternative boarding house
- Dining Hall
- Assembly Hall
- Marquee

Should the CMG deem the incident to be severe enough that remaining onsite too dangerous the students and staff would be relocated to the following offsite location:

- Bridgwater & Taunton College (Cannington)

School minibuses and car will be used to transport students and staff to the location.

## Emergency Supplies

An emergency store of foil thermal blankets, cups and first aid kit are stored in the pavilion which is an independent building away from all other school buildings and has running water and electricity. The CMG will decide on which toilets would be used. Stored within the emergency store will also be a range of head torches and handheld torches, alongside a supply of pens, a copy of the Crisis Management plan, paper and clipboards to be used by staff and CMG as required.

## 5. Contacts and Duties

Designation	Role	Responsibilities
Headteacher	Legal Responsibility	Direction and co-ordination as necessary; liaison with the emergency services, the DFE, staff, parents; allocation of roles to others depending on level of crisis.  To inform CEO, Chair of Governors and Chair of Academy Trust  To be briefed and kept informed regarding all actions, including level of crisis and role of insurers.
Deputy Headteacher	Student Support/Deputise for Headteacher in their absence Transport	
Chief Operating Officer	Academy Insurers Caterers	To inform Insurers; briefed on facts and how the Academy is responding; Catering arrangements.
Site Manager	Rooming	Identify 'safe' areas in Academy for parents/pupils; liaise with contractors, utilities and repairs/accommodation issues, chasing outstanding 'actions', maintenance of master record log in conjunction with Head of Business, Estates and Finance.
Office Manager	Academy Trust Media Liaison Support Staff	Keep support staff, trustees, parents and local community informed. In liaison with the Chief Operating Officer contact local media. Collation of message sheets and incident reporting.
Health and Safety Officer	Trust Health and Safety	To manage all Health and safety issues and support the CMT.
Chair of the Academy Trust	Legal Responsibility	To be briefed and informed of all actions, including level of crisis and role of Insurers.

**Staff Contact List is held on SIMs.Net - CMT List is held by each member with copies in each of the Campuses Administration Offices.**

## **6. Group Member Roles**

### **CMG Co-coordinator**

The CMG Co-coordinator is responsible for all actions of the CMG in fulfilling the objectives of the CMP, specifically to:

- Maintain overall executive control and co-ordinate actions
- Co-opt any other member of Trust/Academy staff to assist with the incident
- Liaise with the CEO and COO

### **Student Support**

Responsible for assistance to student and for liaison with the Communications Officer in relation to communication and information including:

- Co-ordinate provision of assistance for directly affected students
- Work closely with the Head of Premises and Estates in the event of student facilities being directly affected
- Organize responses regarding care including counselling or other services for student (and in some cases staff)
- Co-ordinate liaison with family members in the event of student death(s)
- Liaison with relevant external organization (in conjunction with other members of CMG e.g., Coroner's Office and Health Protection Agency)

### **Estate Management**

Responsible for checking the damaged location, dealing with security and the Emergency Services and to:

- Inform and liaise with Head of premises and estates and COO
- Organize the containment and assessment of physical and environmental damage
- Initiate and control the restoration of building services, communications and access for business continuity
- Co-ordinate in salvage, damage management and clean-up operations
- Locate, supply and equip alternative workspaces



## **Communications**

Responsible for all information release and to:

- Interface with the CMG Co-coordinator and/or Academy/Trust leadership team
- Manage all academy statements, media releases and interviews, arrange press conference and media visits
- Monitor press/media coverage and take action as required
- Manage internal communications with staff and students
- Set up and manage telephone Helplines to deal with press enquiries
- Advise on actions necessary to protect the Academy's reputation

## **Health & Safety**

- To advise on action necessary to ensure at all times the safety of all persons at any affected locations and to assess and provide expert advice in relation to specific hazards
- To advise on the welfare of affected staff and those involved in managing the crisis - including counselling, debriefing and rest breaks.
- To liaise with the Health & Safety Executive, Environment Agency and any other relevant statutory authority including Sedgemoor District Council and Somerset County Council

## **7. Academy Closure**

Premises emergencies at the Academy may come under a number of areas.

All decisions to close the Academy premises for whatever reason should be notified to the Headteacher for initial approval.

The aim of this plan is to minimise delay in returning to normal thus enabling the Academy to continue to deliver the service it provides with as little disruption as possible. Information regarding Academy closure out of Academy hours will be cascaded to staff and parents/carers using the Academy texting service, the Academy website and via local media.

Working with the Academy's insurance providers, an action plan will be drawn up to ensure the safety of staff and students, where appropriate and property including buildings and office equipment which might be salvageable. The Academy's insurance providers will also advise on interim arrangements in order that the Academy can resume normal function as soon as possible. Where the crisis involves damage to property, the Academy's Insurance Company must be informed immediately and certainly prior to any attempt to salvage the situation begins.

## **8. Business Loss/System Failure (no tragedy)**

### **Loss of Power and/or Heating**

The effects of loss of power to the Academy will depend much on the time of year. The summer months should not provide too much of a problem but the lack of electricity/gas during the winter months could mean the Academy becomes too dark and too cold for staff or students to work properly. In addition, loss of power will inevitably disrupt the ability to prepare meals where the Academy has a production kitchen.

The Premises Manager and his staff must be aware of, and have access to, the location of the main gas supply cut-off and the whereabouts of the main electrical switch boxes on each campus.

It is the Headteacher's (or one of the Deputy Headteacher/Head of Boarding in their absence) responsibility to make the decision about whether the students need to be sent home and to contact parents/carers.

If transport is required earlier than usual, contact must be made with the Transport provider, where arrangements will be made with the Contractors.

The Premises manager or his/her team should make every effort to report the loss of power to the electricity board.

If the power/gas failure continues for more than a day contact should be made with the Headteacher. The Head of Estates and Finance and the Headteacher should be continuously updated regarding progress of the situation.

If the production kitchen prepares meals for those other than the Academy's own students, early communication with the catering provider is required in order that alternative arrangements can be made.

In the case of boarders, if it proves impossible for a student to get home, stay with another student (agreed by both sets of parents), or stay with a family member then alternative arrangements must be made for overnight accommodation.

### **Loss of Water and/or Drainage**

The loss of water to Academy premises can pose serious Health and Safety problems including the inability to flush toilets and wash hands for both students and staff, as well as the lack of water for any food preparation activities.

The Headteacher or his/her staff must be aware of, and have access to, the mains water cut-off tap on each campus.

The Headteacher or his/her staff should firstly try to establish the reason for lack of water or drainage, e.g., check for burst water pipes, overflowing drains.

If a water leak is established Wessex Water should be contacted immediately.

If blocked drains are found contact should be made with the Academy's contractor and arrangements made for immediate attention.

The Headteacher is responsible for making any necessary decision about vacating the Academy premises and whether that action is necessary.

### **Computer Failure**

This only applies to the administrative systems in the Academy.

It is the responsibility of the Head of ICT to ensure that daily backups are taken of the data held on the main server. The Management Information System is backed up daily using a "cloud" solution. Other drives are backed up locally independent of the main server room. Complete computer failure should be reported to the Head of ICT.

The Head of ICT will advise on replacement server and/or computer, if necessary, and make necessary arrangements for reinstatement of data from most current available backup tape.

## **9. Serious Injury/Fatality**

The CMT will be convened by the Headteacher to decide what action is appropriate.

The CMT should ensure that the Academy's Educational Psychologist is informed.

Contact number 01823 334475 or out of hours 0845 3459122.

## **Reactions of Students**

The effect upon an Academy community of a tragedy, 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 Academy life with a considerable degree of support and understanding on the part of other members of the Academy.

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 many children are suffering. Staff, parents/carers 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.

It is important to encourage students to express their feelings in an environment where they feel it is safe to do so. Students should be praised for recognising problems they may be experiencing and allowed to talk about or relive the experience – perhaps through mime, dance or other art forms. This is not a sign of ghoulish obsession with death or injury but a repressive approach can lead to inherent dangers. Survivors should be encouraged to attend funerals; a formal farewell helps to come to terms with grief.

Students whose appearance has changed as a result of injuries will need to be prepared for their return to the Academy and the likely reactions of fellow students. They may need home visits from teachers or the ability to attend part time for a while.

## **External Support**

Regular staff meetings will be needed to keep students under review and decide upon appropriate action, including any need for specialist referral. The Headteacher, Deputy Headteacher, Assistant Headteacher and Head of Boarding should liaise with the Educational Psychologist and the BTCT's Head of counselling. Therapists and counsellors will be made available to supplement (not replace) the resources of the Academy. It is important that the Academy remains in control of the situation and any supportive external guidance that may be offered, staff should not allow themselves to be overwhelmed by well-meaning but potentially intrusive assistance.

In a major incident involving the wider community outside the Academy, special procedures will be initiated by the Somerset County Council's Social Services Department to co-ordinate the provision of aftercare of victims.

## **Reactions and Roles of Academy Staff**

The most important role of Academy staff after a tragedy is to observe and listen to the students. They need to be sensitive that students respond in different ways and to beware of the danger of adding to the burden of children through inappropriate behaviour on their part.

The Headteacher will aim to be aware of the difficulties that staff are likely to face and that they themselves have had to come to terms with the trauma. The Headteacher will monitor work pressures and look for any signs that staff are becoming overwhelmed with the distress of the students and themselves. Staff may need their own support group.

## **Reactions of Parents**

There are obvious limits to the amount of support and assistance that the Academy can offer to parents but it is important that staff should be aware of parents' likely reactions. Evidence suggests that many are unwilling or unable to deal with the trauma faced by surviving children and they may resist their attempts to articulate their feelings and experiences; this will in itself place an additional burden upon Academy staff.

Parents/carers whose children have died will find themselves cut off from many of their usual social contacts/routines and communications networks and may welcome informal contacts from Academy staff and other parents.

## **Rebuilding**

Allowing the whole community ample opportunity to try to make sense of what has happened, to express and share emotional reactions and to say farewell in an appropriate manner can all form important steps in the rebuilding process. Expressions of sympathy, visiting of the injured and attendance at funerals should not be discouraged. Special assemblies, memorial services, open days or debriefings can be therapeutic, positive events for survivors and friends, and a garden blooming at the appropriate time can be a fitting permanent memorial to those who have died.

## **10. First Priority - The Students**

Even where the Academy has planned in fine detail its reaction to any emergency, circumstances may arise that cannot be anticipated. In facing such emergencies the main consideration will be the safety of students. This may involve a good deal of additional work on the part of staff, which is greatly appreciated by all. The following points should ensure students' safety and should always be observed:

- If there is any doubt that students can return home safely in prevailing conditions, regardless of age, every attempt should be made to either help them return home or secure alternative arrangements for them. Alternative arrangements must only be made following parental/carer permission.
- If the parents or carers of younger students are not at home to receive them, they should not be released.
- Any unsupervised students arriving at the Academy should be accepted onto the premises and sent home only if it is known that they can return safely to a parent or carer.
- If a course of action includes any greater element of risk of injury to a student, it should not be taken.

## **11. Local Community**

In the event of a local emergency (such as a major road traffic accident) many people at the Academy may be affected either directly or indirectly.

The CMT should be convened by the Headteacher.

## **12. Nuclear/Local Emergency**

In the event of a Nuclear Emergency, the Headteacher will be instructed by the Police about what action will be necessary.

The Headteacher will convene the CMT.

An internal muster will take place in each classroom to ensure everyone is accounted for.

All students and staff will be moved to a place of safety (if appropriate) as instructed by the Police.

### **13. Flood**

In the event of flooding, the Headteacher will be instructed by the Emergency Services usually the Police about what action will be necessary for evacuation of the site.

The Headteacher will convene the CMT.

An internal muster will take place in each classroom to ensure everyone is accounted for.

All students and staff will be moved to a place of safety (if appropriate) as instructed by the emergency Services.

### **14. Out of Hours Emergency Closures (ie where it is not possible to give 24 hours notice)**

It will generally be up to the Headteacher, taking into account local conditions and factors, to determine whether or not the Academy needs to close. Examples of such emergencies might include no heating, no water, no electricity, etc. and will ascertain from the agencies involved the duration of the fault prior to the decision to close being made. In coming to a decision to close, the health and safety of the students and staff is paramount. The decision to close will require the following to be notified as soon as possible:

- a) Parents/Carers, by text messaging
- b) Brymore Academy website  
<https://brymoreacademy.co.uk>

Heart Radio	Station	0117 9843200
	Studio	0345 4810088
	Traffic/Travel	0845 4810088

Website: [www.heart.co.uk/somerset](http://www.heart.co.uk/somerset)

BBC Radio Somerset - email [Somerset@bbc.co.uk](mailto:Somerset@bbc.co.uk)

Station	01823 323956
Studio	0845 3031566

Website: [www.bbc.co.uk/news](http://www.bbc.co.uk/news)

As a security check you may be asked to quote the Academy DFE Number 933\4001.

- c) Chair of Trustees
- d) Chair of Governors
- e) The Academy will operate the texting service and e-mail to cascade Academy closure information to all staff.