

# **SPECIALIST EDUCATION SERVICES**

## **Critical Incident Policy and Practice**

*SES Ltd (4926028) and SES Turnstone House Ltd (7972485)  
are subsidiary companies of Specialist Education Services Holdings Ltd (7970185)*

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## 1 INTRODUCTION

SES provides highly individualised education and care packages for up to 8 children. Young people coming to our establishments do so because of their need for 52 week placement and a highly specialised education.

The very nature of running a high quality organisation with a strong emphasis on risk reduction strategies for all foreseeable circumstances, involves thorough, well documented procedures which are the key to avoiding unwanted, difficult, and worse still, disastrous circumstances occurring. Nevertheless, unforeseen events can occur at any time. By their very nature, critical incidents are out of the ordinary in respect of magnitude and scale and are not easily predictable before the event.

In the event of a critical incident it is likely that, by its very nature, its successful management will involve the full resources of the organisation and certainly the involvement of the Directors of SES Ltd, who might well play a leading role.

Although difficult to define, the following description applies:

**“Any incident where the effectiveness of the response is likely to have a significant impact on the confidence of the victim(s), their family, placement authorities and/or the community, and has the potential to generate significant public interest at a local, regional, national, or international level.”**

Illustrations of critical incidents may be:

- The unexpected death of a member of staff or a young person in our care.
- A serious accident on or offsite that is likely to involve the attention of others (Health and Safety Executive and/or media)
- Serious and dangerous/debilitating illness of a staff member or young person in our care
- Fire and loss of core services such as buildings.
- Disciplinary or criminal matters related to employees or young people that are significant enough to attract media attention.
- Terrorist attack
- Occurrences of such an exceptional or unusual nature they are of significant interest to the media or wider public, (at this point these will be difficult to pre-define because of their unique nature)
- Prolonged outbreaks of contagious or infectious diseases

## 2 PROCEDURES

In the event of a suspected critical incident the Principal must be contacted immediately on the establishments main number 01508 549320 or 01508 517000 on their personal emergency number.

The final judgement as to whether an incident is a critical incident rests with the Principal who will inform the Directors of SES Ltd. This task, but not the judgement, may be delegated by the Principal.

## 2.1 AT THE SCENE OF THE INCIDENT

The nature of critical incidents means that there could be a strong possibility that the staff at the scene are not necessarily members of the management team. Also despite their levels of experience and competence within their everyday work the sheer magnitude of the event leaves them feeling helpless and vulnerable. The immediate actions of those adult(s) at the scene are the most critical.

*N.B. Actioning the critical incident procedure does not take priority over a duty of immediate care. For example, in the event of a serious accident the first priority is to administer first aid and contact the emergency services.*

However, there should be no contact with other outside agencies of any kind until it is appropriate to do so under the procedures outlined below. (A 'phone call home from a young person to a parent through genuine feelings of anxiety, panic or reassurance can start a chain of uncontrolled information flow that may unnecessarily create great distress).

Therefore, information and guidance to colleagues at the immediacy of the scene is to:

1. Ensure everyone's immediate safety
2. Ensure contact is made with the emergency services
3. Administer First Aid
4. Control immediate communication, which includes a phone call back to the Principal

Any unavoidable interface with the media and requests for comments at this stage needs to be handled as follows:

***“I am sorry I am unable to comment at this stage, there will be a statement issued by a senior manager in due course”***

## 2.2 CONTACTING THE DIRECTORS

It is likely that the Principal will be the one making the critical incident call to the Directors. However, the Principal may be at the scene, or have a good reason for delegating the actual call to a colleague.

Whoever makes the call, for the sake of clarity and calmness and to avoid any misunderstanding, they must open the conversation in the following way.

They must state their name and the name of establishment followed by,

***“We believe that we have a critical incident and need to bring it to the attention of the Directors”***

At this point the management of the incident, if confirmed as a critical incident, will be conducted by the Directors.

The Directors will take the Principal through an information gathering process that will result in agreeing and confirming the priority of actions and who is responsible for each of them.

## 2.3 DIRECTORS CHECKLIST

Amongst other questions, the Directors will want to know:

- Are people hurt and injured?
- What provision is already in place in respect of looking after team members and young people at the scene and immediately afterwards?
- Is the establishment secure, safe and staffed to meet the immediate needs of those in residence and or those arriving back in the aftermath of an event?
- Has there been any unavoidable media involvement thus far? If so what has already been said?

Discussion will take place around:

- Agreeing timing and responsibility for alerting key people such as next of kin and placement authorities.
- Preparing an initial media statement, (a “holding” statement if necessary).
- Meeting with necessary parties to create contingency plans in respect of ongoing care for victims, etc.
- Meeting with necessary parties to create contingency plans in respect of provision for loss of services over the short and medium term where this applies.
- Contacting the company media advisor.
- Contacting the company insurers and seeking legal advice if required.

## 3 **CRITICAL INCIDENTS AND BUSINESS CONTINUITY**

In the case of an extreme incident business continuity may be threatened. All organisations should have plans in place to manage this risk as best they can. Appendix A attached to this document is the current draft of a Business Continuity Plan.

## 4 **REVIEW**

This document will be evaluated and reviewed within two years of its current date.

## 5 **APPENDIX A: Business Continuity Plan**

(See overleaf)

The following Business Continuity issues apply equally to both establishments. Both sites could be used to support each other in the event of one of them becoming partially or wholly unuseable.

<b>SPECIALIST EDUCATION SERVICES: SES BUSINESS CONTINUITY PLAN</b>			
<b>Key Threats</b>	<b>Potential Triggers</b>	<b>What Would be Affected</b>	<b>Action Needed</b>
Fire to Main Building	<ul style="list-style-type: none"> <li>• Lightening</li> <li>• Arson (External person)</li> <li>• Arson (Internal person)</li> <li>• Accidental Fire – cooking, play, etc</li> <li>• Electrical problem</li> </ul>	<ul style="list-style-type: none"> <li>• Living quarters for up to 8 children and 2 sleep in staff</li> <li>• Administration facilities House &amp; SES</li> <li>• Staff Meeting Facilities</li> <li>• Main Cooking Facilities</li> <li>• Internal Social and Recreational Space</li> <li>• Bathing/Toilet Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Local B and B or Hotel providers identified for immediate aftermath; (Use of lounges in main House or Pavilion or Learning Centre to be considered)</li> <li>• Suitable 3x 3 Bedded or 2 x4 bedded Mobile Caravan spec and possible purchase areas identified in advance.</li> <li>• Mobile Large kitchen/recreation area.</li> <li>• Security adaptations, e.g. alarms clearly identified in advance.</li> <li>• Location in Grounds and service connection options identified in advance</li> <li>• Identification of a possible rented accommodation in the local area.</li> <li>• Regular safety and compliance checks</li> <li>• Use of children’s family/home arrangements where possible</li> <li>• Assess immediate alternative accommodation needs (within 6 hrs of event)</li> <li>• Have a short term (first week) accommodation plan in place (within 24hrs)</li> <li>• Have a medium term sustainable accommodation plan in place (within 1 week)</li> </ul>
Fire to Coach House	<ul style="list-style-type: none"> <li>• Lightening</li> <li>• Arson (External People)</li> <li>• Arson Internal</li> <li>• Accidental Fire – cooking play etc</li> <li>• Electrical problem</li> </ul>	<ul style="list-style-type: none"> <li>• Living quarters for up to 3 children &amp; 1 staff</li> <li>• Some Cooking Facilities</li> <li>• Small amount of Internal Social and Recreational Space</li> <li>• Loss of some Bathing / Toilet Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Local B and B or Hotel providers identified for immediate aftermath; (Use of lounges in main House or Pavilion or Learning Centre to be considered)</li> <li>• Suitable 3 Bedded Mobile Caravan spec and possible purchase areas identified in advance.</li> <li>• Security adaptations, e.g. alarms clearly identified in advance.</li> <li>• Location in Grounds and service connection options identified in advance</li> <li>• Regular safety and compliance checks</li> <li>• Use of children’s family / home arrangements where possible</li> <li>• Assess immediate alternative accommodation needs (within 6 hrs of event)</li> <li>• Have a short term (first week) accommodation plan in place (within 24hrs)</li> <li>• Have a medium term sustainable accommodation plan in place (within 1 week)</li> </ul>
Fire to Learning Centre	<ul style="list-style-type: none"> <li>• Lightening</li> <li>• Arson (External People)</li> <li>• Arson Internal</li> <li>• Accidental Fire –</li> </ul>	<ul style="list-style-type: none"> <li>• Indoor education facilities for all</li> <li>• Education Staff</li> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Specific providers of mobile learning accommodation and the specific accommodation required identified in advance.</li> <li>• Timescale from order to delivery and serviceability known in advance.</li> <li>• Contingency plan for use of house and coach house, pavilion, etc before mobile installation and after.</li> </ul>

	<ul style="list-style-type: none"> <li>cooking play etc</li> <li>Electrical problem</li> </ul>		<ul style="list-style-type: none"> <li>Service requirements and installation clear in advance.</li> <li>Furniture list identified and ready</li> <li>Regular safety and compliance checks</li> <li>Assess immediate alternative accommodation needs (within 6 hrs of event)</li> <li>Have a short term (first week) accommodation plan in place (within 24hrs)</li> <li>Have a medium term sustainable accommodation plan in place (within 1 week)</li> </ul>
New Strain Flu Pandemic		<ul style="list-style-type: none"> <li>Availability of Staff to care for well and sick children</li> <li>Income in the event of the death of children</li> </ul>	<ul style="list-style-type: none"> <li>Specific Guidance as appendices to Health and Safety document.</li> <li>Learning from a Norovirus outbreak to supplement existing guidance.</li> <li>Provision of another facility to spread risk and increase staff availability.</li> <li>Loss of income insurance</li> </ul>
Death of a Child / Children	<ul style="list-style-type: none"> <li>Car Accident Internal or otherwise</li> <li>New Strain Flu Pandemic</li> <li>Other unpredictable incident</li> </ul>	<ul style="list-style-type: none"> <li>Stability of all placements</li> <li>Income stream</li> <li>Business reputation</li> </ul>	<ul style="list-style-type: none"> <li>Regular update of and enforcement of Travel and Transport Policy and Practice, document</li> <li>Individual child risk assessments – All in place.</li> <li>Communication with all Placing Authorities</li> <li>Communication with insurers to seek legal advice and support in managing incident</li> <li>Contact all families of young people to give re-assurance</li> <li>Provide bereavement support for the community</li> </ul>
Abuse Scandal	<ul style="list-style-type: none"> <li>Abusive adult on the staff team ‘under the radar’</li> <li>Appointment and monitoring procedures error.</li> <li>Another resident perpetrates ‘under the radar’</li> </ul>		<ul style="list-style-type: none"> <li>Existing Documentation and procedures should be adequate.</li> <li>Maintain quality – CP referrals to be part of KPI data</li> </ul>
Death of Both Directors in Quick Succession	Joint travel / Car Accident	Executive function would be compromised. Currently Turnstone House would lose its Principal.	<ul style="list-style-type: none"> <li>Discussion with key senior managers involving this scenario to create response protocols</li> <li>Discussion and planning with Directors’ wives and/or partners as they would effectively become joint business owners.</li> <li>Complete summary action document for Wives and senior staff also held by solicitors, Mills and Reeve</li> <li>Consider designation of replacement Principal in emergency</li> </ul>

<b>Lead Person</b>	<b>B &amp; B Providers</b>	<b>Location</b>	<b>Capacity</b>	<b>Contact details</b>
Principal	Little Willows, self catering Cottage	Chedgrave (2 miles from Avocet)	2 children one adult	<a href="http://www.littlewillows.co.uk">www.littlewillows.co.uk</a> (0)7714 98 64 84 01508 522039 - Sally Leigh
	Orchards Retreat	Hales / Raveningham (1 mile from Avocet)	Self Catering Cottage, capacity for four children (if sharing, 2 if not sharing) and one staff, Main B and B house has further capacity of 4 double rooms and 1 twin	<a href="http://www.orchardsretreat.com">www.orchardsretreat.com</a> Martin & Buff Housman Orchards Beccles Road, Raveningham Norfolk NR14 6NW orchardsone@uwclub.net 01508 548322
	Sisland Tithe Barn	Sisland, Loddon	Self catering cottages for between 2-6 people (Owl Barn and Orchard Barn)	<a href="http://www.sisland-tithe-barn.co.uk">http://www.sisland-tithe-barn.co.uk</a> The Tithe Barn Sisland Norwich NR14 6EE 10508 520520
	Chedgrave House	Chedgrave, Loddon	Bed and Breakfast, three rooms (two doubles, one twin).	<a href="http://www.chedgrave-house.co.uk">http://www.chedgrave-house.co.uk</a> June & Alan Payne Chedgrave House Norwich Road Chedgrave Norwich Norfolk NR14 6HB 01508 521095
	<b>Static Caravan Sales</b>	<b>Location</b>	<b>Capacity</b>	<b>Contact details</b>
Ian James	Somerset	Providers of second Hand and new statics of various sizes	01278 780565 <a href="http://www.ianjamescaravans.co.uk">www.ianjamescaravans.co.uk</a>	
Hansons Used caravans	Pocklington, Yorks	Providers of second Hand and new statics of various sizes	Office Telephone: 01759 306036 Contact Paul Wadsworth Direct on 07739 320 798 or send him an email: paul@usedstaticcaravansales.co.uk Visit showground at: Halifax Way, Pocklington Industrial	

				Estate, Pocklington, York, YO42 1NS
	Orchard Caravans	Wells Next The Sea, Norfolk	Providers of second Hand and new statics of various sizes	Orchard Caravans(Norfolk)Ltd Great Eastern Way, Wells-Next-The-Sea Norfolk NR23 1LY Tel: 01328 710394 Fax: 01328 711704 E-mail: <a href="mailto:orchardcaravans@aol.com">orchardcaravans@aol.com</a>
	<b>Temp Classrooms and Storage</b>	<b>Location</b>	<b>Capacity</b>	<b>Contact details</b>
	Anglo Scottish	Fakenham	Any size	Anglo Scottish Equipment (Southern) Ltd Accommodation Centre Holt Road Fakenham Norfolk NR21 8JH Tel: 01328 856 266 Fax: 01328 856 176
	Cabins and Containers UK	Hopton, Great Yarmouth, Norfolk	Any Size	Hopton Timber Estate, Hall Road, Hopton, Great Yarmouth, Norfolk. NR31 9AX 08454 98 91 98 01502 733 828 <a href="mailto:sales@cabinsandcontainers.co.uk">sales@cabinsandcontainers.co.uk</a> Website: <a href="http://www.cabinsandcontainers.co.uk">http://www.cabinsandcontainers.co.uk</a>

**6 ADDITIONAL APPENDICES:**

*(Kept in the Principal's office in the main red documents file).*

- A Planning for a Human Influenza Pandemic: Guidance to Schools and Children's Services
- B Planning for a Human Influenza Pandemic: Infection Control – How to Reduce The Spread of Pandemic Flu: Guidance for Residential Settings for Children and Vulnerable Young People
- C Model Plan/Checklist for Schools