



Critical Incident and Continuity Procedure

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Audience:	All Bradford college staff, all college students, governors, external partners, visitors, contractors and sub-contractors and members of the public
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Revision history

Version	Type (e.g. replacement, revision etc...)	Date	History (reason for changes)
1.1	Replacement of previous documents around lockdown and disaster recovery	30/1/2020	To bring the plan up to date and reflect the new structure of the College
1.2	Revision	01/12/2022	Review and update including job roles

Monitoring and review

- The Director of People Services, Head of Health and Safety and/or Head of Facilities shall have authority to update this plan where amendments are needed to reflect changes to statutory guidance and legislation.
- This procedure will be reviewed by the SLT at least every 3 years.

1. Introduction

This plan defines the responsibilities and arrangements for the effective management of critical incidents and the control of associated health and safety risks. Central to that responsibility is the concept of risk assessment and control. Risk assessment is also a fundamental requirement of health and safety legislation. However, it is not an end in itself, but a means of ensuring that adequate systems and procedures are in place to control adequately those events, conditions and situations that threaten the health and safety of employees, students and other persons and thereby the College's business, its reputation and delivery of its strategic and operational objectives.

A critical incident is a sudden, unexpected event requiring immediate decisions and action. In most instances, because time is at a premium and resource allocation is critical, executives need strategic guidelines for deciding what kinds of action are required. Advance planning makes it possible to concentrate on an actual problem when it occurs and provides a framework for action. Examples of critical incidents are as follows:

- Fire including arson
- Bomb scare or other threat
- Armed intruder (knife, gun or improvised weapon)
- Violent attack
- Hostage situation
- Cyber attack
- Serious accident (including serious injury, death and suicide)
- Explosion
- Serious chemical spillage or external environmental event
- Flooding
- Pandemic, epidemic or other illness that threatens the normal operations of the college
- Building failure

Insurance cover can in the main be expected to pay for repairs and re-equipping. The vital task for the Critical Incident Management Team is to immediately establish the College as the single authoritative source of information about what has gone wrong and what steps are being taken to remedy the situation, and to re-establish facilities and equipment as quickly and efficiently as possible.

The aim of this document is to provide all necessary information to try and manage such a situation should it arise.

2. Staff Communications and Responsibilities

2.1 Critical Incident Management Team (CIMT)

In the event of a critical incident the College will pull together a Critical Incident Management Team to oversee the actions to be taken. Potential members of the Critical Incident Management Team and the duties expected of them are defined within this plan. The need for the convening of this team will be dependent upon the severity of the critical incident. The role of the Critical Incident Management Team is to:

- Anticipate, clearly and comprehensively, all forms of crisis situation;
- Ensure policies for their prevention are in place;
- Formulate strategies and tactics for dealing with each potential crisis;
- Test everything; and
- Check plan implementation and review on a regular basis (annual).

The College Critical Incident Management Team will consist of key personnel within the College. A list of the proposed members of the Critical Incident Management Team is included in **Appendix A**.

Each member of the Critical Incident Management Team will have defined duties in relation to the matters to be resolved as a result of an incident. These duties have also been summarised in **Appendix A**.

If a major incident occurs out of normal College hours, the Duty Manager should telephone the Chair of the Critical Incident Management Team at the earliest possible opportunity who will convene the Committee Members via text message, telephone call or Microsoft Teams messaging.

The probability of a critical incident occurring is very low but the potential impact upon the College could be high. To ensure that procedures are followed effectively in the event of a critical incident, each year the College will carry out a rehearsal of an incident. This will ensure key incident team members receive regular training and guidance.

2.2 Communications

In order to establish the College as the single authoritative source of information about what has gone wrong and what steps the organisation is taking to remedy the situation, good communications should be kept with all interested parties, local and, if necessary, national media. Key contact details for interested parties are listed in **Appendix B**.

2.3 The Critical Incident Room

The CIMT need to meet in a pre-agreed location to meet dependent upon the location of the incident. The table below identifies which room in which building will be used.

Affected Building	David Hockney Building (DHB)	Lister Building (LB)	Advanced Technology Building (ATC)	Trinity Green (TG)	Little Germany (LG)	Bowling Back Lane (BBL)	Centenary Square (CS)
Meeting Building	LB	DHB	DHB	DHB	DHB	DHB	DHB
Meeting Room	Goldsworthy Room (C6)	Board Room (4F07)	Board Room (4F07)	Board Room (4F07)	Board Room (4F07)	Board Room (4F07)	Board Room (4F07)

3. Responding to a Critical Incident

During a Critical Incident, certain information must be collected. This is to ensure the CIMT are up-to-date with the situation and can make an informed judgement of the required actions. A sample form can be found in **Appendix D**.

Once a critical incident occurs, depending on the severity, actions need to be completed in a timely manner as follows.

3.1 Immediately

- Contact the relevant emergency services.
- Commence emergency evacuation or lockdown of the college, if required.
- Contact the Chair and all members of the CIMT.
- Depending on the incident, ensure that members of the campus security team are informed and attending site.
- Gather initial information of the incident.
- Ensure that all students and staff are accounted for in the event of an evacuation or lockdown situation.

3.2 Within Two Hours

- Gather, record and check that all the initial information is accurate and all details have been communicated to all of the CIMT.
- Ensure there are ways of communication between all staff and students and that only the confirmed information is communicated.
- Open a line of communication to receive incoming calls from concerned parents or stakeholders.
- Complete a statement that will be sent to the relevant news outlets and update social media accounts. This will **NOT** include the names of the people involved in the incident.
- All staff and students are to re-enter the building in the event of an evacuation. In the event of a Lockdown, staff and students are free to exit their rooms.
- Security are to challenge anyone trying to enter the building who is not a member of staff or students. This include parents/guardians and members of the press.
- If required, all next of kin should be notified.

3.3 Two to Four Hours after the Incident

- An email and/or text message and/or letter should be sent to all parents/guardians of all the facts associated with the incident (no names are to be given) and information on the actions the college will be taking.
- A more up to date statement is to be completed and given to news and media outlets.
- Staff and students are to be given the correct information
- The CIMT advise those in college to either remain in college or leave for the day.
- To support our internal safeguarding and student services teams, information of outside counselling or other forms of help (eg, Employee Assistance Programme) are to be made accessible to both staff and students as appropriate.

3.4 The Following Day

- Information is to be given to news and media outlets and social media accounts with regards to the opening of the college buildings.
- A meeting of the CIMT is to take place. This will ensure all the information has been gathered, issues relating to the plan and if there are any changes required going forward.
- Activation of the Disaster Recovery Policy if required.

3.5 Action to be taken in the following days / months

- Information about the incident – it may be necessary to provide staff, students and families with more detailed information with regards to the actual incident.
- Opportunity to talk through personal reactions – people will react differently to a critical incident and therefore the College must acknowledge that an incident can be very stressful and that counselling and discussion will be required.
- Re-establishing normal routines – continuity is important for staff and students and therefore normal routines should be re-established as quickly as possible and actual College closure should be avoided if at all possible.
- Review the actions and decisions taken and update policies and procedures if necessary.

4 Critical Incidents

4.1 Fire

Please follow 'Emergency Evacuation' Policy for each building

4.2 Bomb Alerts

4.2.1 Bomb Incident Management

Unlike fire evacuations, it is difficult to define clear, mandatory guidelines that must be followed and some decisions must be made at the time in question depending upon the actual circumstances.

4.2.2 Procedures

In the majority of cases, warnings are normally relayed on our general contact telephone number, however, any member of staff receiving such a call should notify the CIMT Chair. The receiver of the call should try to identify as much detail as possible from the caller.

On completion of the call handler must then contact:

1. The Police by dialling 999 to determine if any code word is genuine.
2. The CCTV Control Room 01274 088090.

Note:

- To avoid panic of anyone in the vicinity, calls to the Police, etc, should be made from the privacy of a quiet room.
- The CCTV Control Room to contact the Head of Facilities and/or Head of Health and Safety who will decide if the building needs to be evacuated.

The building should be evacuated, by a sheltered route (avoiding areas that are heavily glazed) to designated assembly areas that are 200m to 500m from the main campus buildings.

4.3 Armed Intruder / Violent Attack / Hostage Situation

Unlike fire evacuations it is difficult to define clear, mandatory guidelines that must be followed and some decisions must be made at the time in question depending upon the actual circumstances. Due to the nature of this type of incident it is unlikely that a full evacuation of the building would be advisable due to the potential for panic. To minimise the risk to students and staff a lock down is the more likely approach so that those affected can be held in a secure area until assistance arrives.

4.3.1 Procedures

In the event of an armed intruder/student being identified within the College, staff must notify the CCTV Control Room on 01274 088090 immediately and relay details of the incident and location to the Controller.

On completion of the call the Controller must immediately contact:

- The Police by dialling 999.
- The CIMT Chair and Duty Manager

The CIMT Chair will provide guidance dependent upon the nature of the incident.

If the identified threat is from outside the building, then guidance must be given to staff in the affected areas to keep people inside the building. The lockdown procedure message will be communicated via electronic messaging. Staff must try and secure the areas occupied as much as possible and await guidance from the police.

If the identified threat is from inside the building, then the staff and students must be evacuated from the affected area to the closest area of safety. The area of safety then must be secured as much as possible and await guidance from the police.

The CIMT will maintain contact with the police during any such incident until the police have arrived and taken charge of the situation.

In the event of an armed intruder or violent attack the lockdown procedure message will be communicated. It is very important that the fire alarm is not sounded as this may lead to panic and result in staff and students evacuating to areas of extreme danger.

5. Lockdown Procedure

When the lockdown message is given the procedures below must be followed:

The lockdown message is: **'Code Red'**

- Staff to move students into classrooms or lockable rooms.
- Lock the door or, if the door has no lock, then barricade the door with furniture.
- Close the windows, turn the lights off and put the blinds down.
- Try to find a place where no one can see you, crouch down in a corner, hide underneath a table, desk or anywhere that could provide shelter.
- Be very quiet. Try not to laugh, cry, cough or make any noise.
- If you are in a toilet pull your feet up and lock the door.
- Avoid using your mobile phone.
- Stay calm and do not trust anyone you do not know except police and fire officers.
- Stay where you are until the all clear signal is given.
- When the all clear is given the following message needs to be relayed: **'Code White'**.

6. Major Accident to Students and Staff

6.1 Definition of Major Accident

These are defined in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1985 (RIDDOR).

- Fracture of the skull, spine or pelvis.
- Fracture of any bone in the arm, wrist, leg or ankle (but excluding a bone in the hand or foot).
- Amputation of a hand or foot.
- Amputation of a finger, thumb or toe, or any part of these if the bone/joint is completely severed.
- The loss of sight to an eye, a penetrating injury to the eye, or a chemical or hot metal burn to the eye.
- Either injury (including burns) requiring immediate medical treatment or loss of consciousness, resulting in either case from an electric shock from any electrical circuit or equipment, whether or not due to direct contact (this therefore includes cases where a person is injured by arcing or flashover without actually touching live equipment).
- Loss of consciousness resulting from lack of oxygen.
- Any acute illness requiring medical treatment, plus any loss of consciousness resulting (in either case) from the absorption of any substance by inhalation, ingestion or through the skin.
- Acute illness requiring medical treatment where there is reason to believe that this resulted from exposure to a pathogen or infected material; and
- Any other injury which results in an injured person being admitted immediately into hospital for more than 24 hours.

6.2 Action – On Site

- Obtain immediate help/first aid assistance. Contact CCTV Control Room on 01274 088090.
- Arrange for an ambulance to be called by dialling 999.
- Inform the reception staff.
- The reception staff will advise the Site Security Officers to ensure that the ambulance is directed quickly to the patient.
- The patient must be accompanied to hospital by a member of the appropriate department.
- Accident reports should be completed. The Head of Health and Safety should advise the Health and Safety Executive (HSE) of any accident resulting in the death or specified major injury of any person and any injury which results in the incapacity of an employee for more than seven days.
- Any student sent to hospital for treatment resulting in accident at college the Head of Health and Safety must also report this to the HSE using their online portal.

In all cases of serious injury or illness, every effort should be made to contact the parent, guardian, social worker or next of kin as appropriate (depends on if student or staff member involved). This responsibility rests primarily with the Head of Department, Head of Health and Safety or Head of HR Services.

6.3 Action – Off Site Visits and Excursions

- Assess the situation.
- Protect the party from further injury or danger.
- Render first aid where necessary.
- Call Emergency/Rescue Services (on 999) and/or the police, as appropriate.
- State the nature of the emergency.
- Give your name and address/location and telephone number followed by:
 - The location of the incident;
 - The nature of the incident;
 - The names of the individuals involved; and
 - The condition of those involved and where they are located.
- Advise the CIMT Chair at the earliest possible opportunity and keep them updated.
- The CIMT Chair will contact the relevant college staff to work with our insurers (currently Zurich who have a 24 hour help line) and any other people who can provide assistance.

7. Adverse Weather

Weather conditions are monitored throughout the year by the Facilities Management Team. The executive lead is the VP Finance and Corporate Services. Any restrictions to site will be communicated via email and social media by our Internal Marketing Team in line with the Severe Weather Policy and Procedure.

8. Public Utilities

The college is serviced through the following utilities:

- Gas
- Water
- Electricity

The continued supply of utilities is managed through our Facilities Management Team. The executive lead is the VP Finance and Corporate Services. Any interruption to the supply of the utilities will be discussed with the VP Finance and Corporate Services who will update the Senior Leadership Team. Any building closures will be communicated by the Director of Student Recruitment and External Relations through the most appropriate channels depending upon the time of day.

9. IT Systems and Services

Our essential IT Services are backed up daily and linked to uninterruptable power supplies (UPS) for up to 4 hours. The College IT Department have the capabilities to obtain back data if power to the server rooms were to be inoperable beyond this timeframe as DHB is backed up at Trinity Green and Trinity Green is backed up at DHB.

In the event of a serious cyber-attack or prolonged major power cut, the CIMT will be called, to ensure appropriate management of the college's IT infrastructure.

10. Chemicals on Site

A list of the main chemicals held in each building are held by the Health and Safety Team as well as within the following preparation areas:

- Science Labs
- Ophthalmics
- School of Art (including photography, pottery and special effects)
- Construction and Engineering
- Hair and Beauty
- Catering and kitchen areas

All relevant departments have COSHH risk assessment sheets made out for all their activities.

11. Fire

In the event of a fire, the area should be evacuated immediately as per the College Emergency Evacuation Policy.

If there are any areas affected by fire which have chemicals, this information will be passed to the Fire Brigade by the Head of Health and Safety.

12. Damage Control and Assessment

This will be undertaken by our Head of Facilities Management and the Head of Health and Safety reporting to the CIMT Chair.

After assessment and compiling a report for the CIMT Chair the following works may be required utilising onsite and other external services:

- Demolition of unsafe structures and services;
- Temporary repairs to structures and services;
- Dismantling and relocation of essential plant/equipment;
- Cleaning of plant and work-in-progress in the affected areas;
- Covering contents/machinery with waterproof / dust sheets;
- Controlling spread of water and/or chemicals;
- Keeping drainage systems in order;
- Retrieving unaffected or duplicate records;
- Protecting vital equipment, research records, student records, etc.

13. Coping with a Critical Incident

13.1 Why it is important to manage these incidents

Lecturers and other College staff take on the role of carer for students while they are at College. It is important that students feel as safe and secure as possible while they are at College, and that they trust the College staff. This can be assured through the behaviour of staff or through the policies of the College.

Incidents may occur that are beyond the control of the College and its staff. Through effective management of these incidents it is possible to reduce the likelihood of post-traumatic stress disorder, which can include intense flashbacks, high levels of anxiety and feelings of panic.

13.2 Steps to ensure good management

13.2.1 Before the Event

It is important that staff are informed of how a critical incident would be managed. The CIMT would need to be aware of the duties expected of them should an incident occur. Plans for dealing with an emergency need to be in place and relevant staff clear as to their roles and responsibilities, as well as those of the local emergency services.

During an event or incident, it is important to remain as calm and organised as possible particularly for anyone responsible for other people and students. All staff need to be aware of what to do and that they can give clear and simple instructions to anyone in their care. Students must be reassured that the College has procedures in place to ensure their safety. Parents will most likely want to come and collect students straight away, but it might not be safe to do so. The police will provide guidance depending upon the nature of the incident. It may be that all students remain for a period of time at the College or other designated safe place until it is safe for parents to collect them.

13.2.2 After the Event

Sometimes it may be necessary for the College to engage the services of counsellors for those who have difficulty after the event, or a professional de-briefer to minimise the effects of the event.

APPENDIX A

Critical Incident Management Team - Roles and Responsibilities

Any critical incident is to be reported immediately to the Director of People Services or in the case of absence, another Senior Postholder on site, or another member of the Senior Leadership Team. In all cases of a critical incident the first hour is key for ensuring the safety of all students and staff, containing and making safe the affected area and quantifying the effect to student life within the college.

In the event that the Senior Leadership Team are offsite, the Head of Health and Safety will deputise as the CIMT Chair, until the return of a Senior Postholder or another member of the Senior Leadership Team back to site.

1 Director of People Services	2 SLT Or HoD Member	3 Head of Facilities	4 Head of Health and Safety	5 Director of Student Recruitment and External Relations
Information gathering, Chair of the Critical Incident Management Team, ensure all relevant members are contacted	Deal with other students(s) on site; Back-up Chair if needed	Coordination of on-site security and liaise with Emergency Services	Support the Chair and the Head of Facilities Management; Deputise for Chair in absence of a Senior Postholder or SLT	Communication with the media
Update CEO and SLT	Deal with other staff member(s) on site	Communicate and organise with all support staff /contractors	Complete written log of events	Communication with the wider college groups (SLT, CMT, staff and/or students)
Update CIMT if required	Keep disruption to a minimum	Keep Director of People Services / CIMT appraised of situation	Document details of students and staff affected	Manage social media and update Chair and CIMT
Overall coordination	Inform family members where appropriate	Make safe any structural or building concerns	Document any injuries which may have occurred and to whom	
Contact Corporation		Confirm to Director of People Services / CIMT extent of impact to students and staff	Develop a cause and affect chart	
Call meeting of the Critical Incident Management Team and follow-ups as required		Begin strategic short, medium, long term plan for recovery		
		Update and communicate with college Insurance Provider		

APPENDIX B

Critical Incident Management Team Key Contacts List

CIP Team	Email	Mobile	Main College Switchboard
1 Director of People Services (Chair)	s.cooper@bradfordcollege.ac.uk	[REDACTED]	01274 088088
2 VP Finance and Corporate Services	c.malish@bradfordcollege.ac.uk	[REDACTED]	
2a SLT / HOD Member	Depending on the nature of the critical incident, the Chair will invite other SLT members or HoDs as required.		
3 Head of Facilities Management	h.williams@bradfordcollege.ac.uk	[REDACTED]	01274 088088
4 Head of Health and Safety	d.mullan@bradfordcollege.ac.uk	[REDACTED]	
5 Director of Student Recruitment and External Relations	s.towan2@bradfordcollege.ac.uk	[REDACTED]	

APPENDIX C

Key Contacts List

Name	Position	Telephone Number
Chris Webb	CEO	[REDACTED]
Christopher Malish	Vice Principal – Finance & Corporate Services	[REDACTED]
Sarah Cooper	Director of People Services	[REDACTED]
Asa Gordon	Vice Principal – Curriculum	[REDACTED]
Sarah Applewhite	Vice Principal – Quality, Teaching, Learning & Assessment	[REDACTED]
Marc Gillham	Vice Principal – Data & Funding	[REDACTED]
Alina Khan	Vice Principal – Equality, Diversity & Inclusion and Student Experience	[REDACTED]
Sarah Towan	Director of Student Recruitment & External Relations	[REDACTED]
CMT – Heads of Department		
Daniel Mullan	Health and Safety	[REDACTED]
Adrian Hutchinson	Maths & English /Adult & Community	[REDACTED]
Nicholas Scaife	Student Services / Work Experience & Industry Placements	[REDACTED]
Matthew Robinson	Progression to Learning & Work / 14-16 Education	[REDACTED]
Kelly McAllister	Apprenticeships & Business Development	[REDACTED]
Furkan Uddin	Professional & Leisure Services	[REDACTED]
Claire Wolfenden	Early Years, Education & Social Care	[REDACTED]
Gail Holmes	Health Science, Meditech & Technology	[REDACTED]
Leanne Burnley	School of Art	[REDACTED]
Stephen Smith	Construction & Engineering	[REDACTED]
Helen Williams	Facilities & Estates	[REDACTED]
Sajid Boota	Finance & Procurement	[REDACTED]
Fraser Wight	IT Services and Digital Technology	[REDACTED]
Safraz Mayat	Data, Funding & Exams	[REDACTED]
Joanne Lilley	Information Services	[REDACTED]
Sharon Ryan	ALS	[REDACTED]
Jess Thersby	Quality	[REDACTED]
Rosina Qureshi	HR Services	[REDACTED]
Nosheen Qamer	Talent & Learning	[REDACTED]
Tim Lupton	Teaching, Learning & Assessment	[REDACTED]

APPENDIX D

<u>Critical Incident Required Information</u>			
Nature of Incident (i.e Flood, Bomb Threat, Building Damage etc)			
Has the Critical Incident Team been informed?	Yes	No (if not, why)	
Where did the incident happen?			
Was an Evacuation or Lockdown required?	Evacuation	Lockdown	N/a
Who was involved in the incident? (Names of all people involved in the incident and their staff/student number)			
Were there any witnesses to the incident, if so were witness statements taken?	Yes (Please Attach)	NO	
Description of incident: (Use an additional sheet if required)			
Completed By:		Time and Date	

APPENDIX D (continued)

Code names and meanings

Code Black – critical incident, lockdown of external building doors.

Code Red – lockdown of all internal doors; stay in offices/classrooms; move from open zones to safe area.

Code White – all clear, incident ended.

Roles and Responsibilities

Critical Incident Management Team

- Follow Appendix A of the Critical Incident Plan.

Security

- Inform staff of the situation via electronic means (Microsoft Teams, email) and tannoy if available.
- Depending on the situation inform staff of the code:
 - David Hockney Building
 - Code Black – critical incident, lockdown of external building doors.
 - Code Red – lockdown of all internal doors; stay in offices/classrooms; move from open zones to safe area.
 - ALL other campuses
 - Code Red – lockdown of all internal doors; stay in offices/classrooms; move from open zones to safe area.
- Lockdown the external doors.
- Monitor the area via CCTV and keep the CIMT and emergency services updated (Police, Fire Services, etc).
- Once the incident is over, and it is safe to do so, inform staff Code White – all clear, incident ended.

Staff

- Follow the instructions given via electronic means (Microsoft Teams and/or email, tannoy announcement).
- In the event of Code Black, free movement is still allowed within the college building.
- In the event of a Code Black, staff should stay in their classroom with their students. Staff and students should stay away from windows and doors where possible.
- Ask their students (and colleagues/visitors) to refrain from using their mobile phone and stay silent.
- Only use their mobile phone and/or laptop to send urgent messages and await updates.
- DO NOT contact anyone from outside the college.