CRITICAL INCIDENT MANAGEMENT POLICY AND PROCEDURES

POLICY STATEMENT

A critical incident is any occurrence involving Over the Wall and its stakeholders which is likely to attract public interest and where our response has the potential to impact our business continuity and/or reputation.

We seek to minimise the occurrence of such incidents by proportionately managing risk.

When a critical incident occurs, we work with others to respond quickly and professionally to reduce harm and address any consequences.

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Next Review: 2025

Policy brief & purpose

Critical incidents in the workplace can affect people physically and psychologically, as well as affecting Over the Wall's business continuity and reputation.

The purpose of this policy is to ensure we prepare for, and effectively respond to, critical incidents through the appropriate use of resources and a set framework. Prevention measures and effective management minimise the negative impact of an unexpected critical event.

We will first seek to minimise the potential for critical incidents to occur through managing risk. Thereafter, if/when a critical incident occurs, we will respond quickly and work with others, using the framework in this policy to reduce harm and address any consequences.

Scope

This policy applies to all staff, volunteers and trustees.

Definitions

For our purposes a critical incident is **ANY** occurrence involving Over the Wall and its stakeholders which is likely to attract public interest and where our response has the potential to impact our business continuity and/or reputation.

Examples include:

- Death at camp,
- Serious crime involving any stakeholder,
- Missing camper, volunteer or staff member
- Major fire, flooding or other natural disaster at camp and
- A data breach as defined by GDPR

Prevention - Risk Management

We seek to prevent or mitigate critical incidents by proactive risk management. We achieve this through the risk management structures we have in place which creates the Risk Register which seeks to list all identifiable risks to the organisation, and will include:

- A description of the risk
- The likely impact should this event occur
- The probability of its occurrence
- Risk Score (based on probability and impact)
- The organisation owner/lead individual
- A summary of the mitigation (the measures in place to reduce probability/impact), and
- The steps still to be taken to mitigate risk.

The Risk Register is examined and updated quarterly and reviewed by the Risk Management Committee of the Board.

Responding to Critical Incidents

Whilst some risks are so likely (such as missing campers and evacuation/repatriation) there are specific policies/procedures, there are common components to every critical incident which we will apply and should be used as a framework for dealing with same.

Using this framework provides guidance to dealing with any critical incident.

The most important common components are:

(a) Calling it

Time is of the essence in dealing with any critical incident and the most important first step is declaring an occurrence a *critical incident*.

This simple act immediately elevates the response and puts in place a structure and process to ensure the best response can be given.

It is always possible to de-escalate a critical incident after it has been called if circumstances/information change, but you can never buy back the time and response lost by not calling it.

The senior member of staff at the scene of the occurrence has the responsibility to call a critical incident and in so doing he/she will notify all other members of staff and the CEO that they are now responding to a critical incident.

==IT IS ALWAYS BETTER TO CALL A CRITICAL INCIDENT AND DE-ESCALATE AFTERWARDS THAN DELAY AND RISK MORE HARM BEING CAUSED.==

(b) Protect campers, volunteers and staff.

At the scene of any critical incident our first responsibility is to ensure that people are protected from harm. Where appropriate this will involve systematically and quickly physically evacuating everyone from the source of potential harm.

If it is possible to safely take immediate steps to remove or diminish the cause of harm this should be considered but not at the cost of evacuating others, especially children.

(c) Notify external services immediately

As soon as a critical incident is called, immediate consideration should be given to which external services need to be informed. This will normally be the Emergency Services and/or Social Services.

In a critical incident always call 999. The number for the relevant Social Services department should be listed in the camp plan and available to all members of staff.

(c) Roles at scene.

The examples below are roles envisaged for a critical incident at camp, but it is a matter for the Incident Manager at the scene to determine:

Incident Manager
The senior member of staff at the scene of the critical incident, normally the Senior Camp Lead, will be in charge initially and should assign roles and briefly explain to those individuals their function and what additional staff they should use.

Camper/Volunteer Supervision
A member of staff or experienced volunteer should be assigned to look after the needs of the campers and volunteers. For example, finding somewhere dry, warm, and safe to locate, sourcing food and drinks, toilet facilities etc until something more permanent can be found. Assistance for this can be drawn from amongst volunteers present.

Medical Lead

The Director of Clinical Services or senior staff nurse should be consulted about who should be the medical lead to respond to the critical incident as, depending upon the nature of the incident and any casualties, there may be someone else more experienced or qualified to carry out this particular role. Whoever is appointed should be asked for their immediate requirements and these should, where possible, be met.

Log Keeper
The Incident Manager should allocate someone to stay with him/her and keep a written record of all occurrences, approaches, decisions, and actions taken and what time they occurred. This is a vital and often over-looked role but extremely important for post incident management.

Telecoms
The Incident Manager should also allocate someone to stay with him/her and manage telephone communications on his/her behalf. There will be a need to make calls to various people and the Incident Manager should, as far as possible, be kept clear of this function in the initial stages so that he/she can focus on the range of other tasks needed to be carried out.

Media Spokesperson
The media could arrive on the scene at a very early stage and there should be clarity from the outset that the Incident Manager, or someone nominated by him/her, is the only person who will speak to the media at this juncture.

In the initial stages, until a communications infrastructure and plan has been put in place the Incident Manager should limit him/herself to a simple holding statement acknowledging that an incident has occurred, that external agencies are involved, and a more detailed statement will be issued later. No details of any casualties or other information should be given.

(d) Communication Structures

It is the responsibility of the CEO to ensure that an appropriate structure is put in place at the earliest opportunity to deal with the communication requirements of any critical incident.

There are two principal audiences to consider, namely

- **INTERNAL** - comprising the families of campers, volunteers and staff, OTW trustees, volunteers, SFCN, site facility management and other stakeholders,

- **EXTERNAL** - comprising principally the media in all its guises and the public.

The initial requirements will be to consider appointing individuals into specific roles and determining where to manage enquiries from. The default position will be to locate at the Havant Office where our main resources are located and to consider the requirement and appointment of the following roles:

- Organisational Spokesperson (normally the CEO as overall charge of the incident)
- Media monitor (Marketing and Communications Officer)
- Call Handling & Admin Support (Office Manager and additional staff)
- Office Log Keeper (to be nominated by the CEO)
- Family and Volunteer Liaison (to be nominated by the CEO)

(e) Evacuation & Repatriation

There may be a need to consider evacuation and repatriation of campers, volunteers and staff as a key part of any critical incident. **There is a separate policy for evacuation/repatriation**.

(f) Internal Consultation

At the earliest opportunity, the CEO will make contact with the Board Chair and the CEO/Director of Marketing and Communications for SFCN and brief them regarding the incident, the initial actions taken, an assessment of the likely public/media interest issues and the proposed responses to these.

Whilst consensus on measures to be taken will be sought, the CEO retains primacy for decision making and actions.

If the incident has the potential to overwhelm the resources of OTW the CEO will request additional contracted support from SFCN.

Regular updates and discussions at this level will be organised and led by the CEO.

(g) Post Incident Management

After the incident is over, consideration will be given to any support that might be needed, psychological or otherwise, by those impacted by the incident and professional medical advice should be sought in this regard.

Internal post incident communications will be constantly reviewed and considered, particularly within the camp environment, to ensure accurate and relevant information is disseminated to those who need to know.

In the immediate aftermath of any incident a 'hot' debrief will be carried out to capture immediate learning and interest points ahead of a more structured debrief. From the latter, an Incident Report will be prepared and submitted to OTW's Trustees and to the SFCN.

Policy Review

This policy will be reviewed biannually for currency and accuracy.

This does not prevent any changes taking place to this policy at any other time due to changes in practice or legislation.

Kevin Mathieson
CEO
April 2023

APPENDIX 'A'
CHECKLIST FOR SENIOR MEMBER OF STAFF MANAGING CAMP INCIDENT

Date	Time	Camp	Location of 'Incident office' at camp

Nature of Critical incident					
Death at Camp	Serious crime involving any stakeholder	Missing camper, volunteer or staff member	Major fire, flooding or other natural disaster at camp	Data Breach	Other (Please specify)

Details of Critical Incident	
Exact time of initial 'report' of incident	
Description of initial report	
Who was involved in initial report (detailing exact names, teams and ages of those involved)	
Was a 'code' called? (Red, Green or Black)?	
What time was the code called?	
Who called the code?	
What time did the Incident end?	
Who made the decision for the incident to 'end'	
How was the ending communicated to camp?	
When was the ending communicated to camp?	
Who else has been informed that the incident is over?	
What time were they informed?	
Who informed them?	

Roles to allocate			
Role	Person allocated	Time role allocated	Any other information
Incident manager			
Camper/ Volunteer Supervision			
Medical Lead			
Log Keeper			
Telecoms			
Media Spokesperson			
Set up of Incident office, Emergency bag etc			

Who has been informed	
CEO (subsequent communications recorded by the log keeper)	
What time was CEO informed of incident?	
Who informed the CEO	
Brief description of information shared	
Police (subsequent communications recorded by the log keeper)	
What time were the police called?	
Who informed the Police	
Who was spoken to, and a brief description of information shared	
Ambulance (subsequent communications recorded by the log keeper)	
What time was the ambulance called?	
Who informed the ambulance	
Who was spoken to, and a brief description of information shared	

Fire (subsequent communications recorded by the log keeper)	
What time were the fire brigade called?	
Who informed the Fire Brigade	
Who was spoken to, and a brief description of information shared	

Social Care (subsequent communications recorded by the log keeper)	
What time were social care called?	
Who informed social care	
Who was spoken to, and a brief description of information shared	

Site/ Facility that is hosting camp (subsequent communications recorded by log keeper)	
What time were the site notified?	
Who informed the site	
Who was spoken to, and a brief description of information shared	

Family members (subsequent communications recorded by log keeper)	
What time were the family notified?	
Who informed the family?	
Who was spoken to, and a brief description of information shared	

ACTIONS TAKEN

Time	Action	Who
Time	Action	Who

ADDITIONAL NOTES

HOT DEBRIEF NOTES

TIME	DATE	LOCATION OF DEBRIEF	PRESENT FOR DEBRIEF

HOT DEBRIEF NOTES
HOT DEBRIEF NOTES CONTINUED