



Cambridge International School

Crisis Management Policy Standard

Policy reviewed by: Philippa Mills

Review date: September 2017

Next review date: September 2018

'School' refers to Cambridge International School; 'parents' refers to parents, guardians and carers. This is a whole school policy, which also applies to the Early Years Foundation Stage.

Introduction

This Policy Standard sets out the detailed requirements and minimum levels of achievement necessary to implement the crisis management elements of the business risk imperative of the Cambridge International School: We manage the risks associated with our activities and minimise the impact of undesired and unexpected events.

Managing a crisis effectively (or preventing an incident becoming a crisis) will depend on speed of response and this means having in place:

- clear procedures and lines of responsibility;
- staff and other resources that can be deployed at short notice to deal with a sudden crisis;
- agreed principles for dealing with the media; and
- immediate access to relevant information which will be required by media and others.

Definitions

Crisis is defined as: "An intense, unexpected and unstable state that disrupts normal operations, has highly undesirable outcomes and requires out-of-the-ordinary measures to restore order and normality".

Crisis Management is the management at a strategic level of the medium and long-term consequences of an incident. It will have as its priorities the maintenance of business continuity and the restoration of parent, shareholder and public confidence.

Emergency Management is the direct management of the response to an incident and will have as its short-term priorities the preservation of life, protection of property and the prevention of escalation.

Objective and Commitment

Cambridge International School is committed to implementing appropriate management strategies and processes that will identify and manage possible emergency and crisis events associated with all our business activities. We will therefore:

- identify potential crisis scenarios associated with all our business activities and take appropriate action to prepare for these and other unforeseen events as part of our risk management process;
- prepare appropriate plans to manage crisis events that could affect our business;
- where appropriate, support our stakeholders in preparing for, and responding to, emergency and crisis events that affect their operations and activities;

- train key management staff in the principles of crisis management and undertake appropriate exercises to test and evaluate our plans;
- review regularly our crisis management plans to ensure that they remain relevant, robust and effective;
- work closely with our stakeholders, the emergency services and other organisations in the development and execution of our response to emergency and crisis events; and
- evaluate our response to exercises and incidents and identify lessons to be learned.

We will demonstrate achievement of the individual components of this Policy Standard through the preparation of documented procedures, the reporting and review of crisis planning at all levels of the business and a monitoring and audit programme to ensure that the processes are being implemented.

Principles

Cambridge International School's response to an emergency or crisis event will have the following objectives:

- preservation of life and relief of suffering ;
- protection of property and the environment;
- maintenance of business continuity;
- minimisation of financial and reputational losses;
- restoration of public and parent confidence; and
- restore normality (or the best that can be achieved) as soon as possible.

Requirements

Cambridge International School is expected to have plans in place which address the potential crisis or emergency scenarios appropriate to the type of business being undertaken. Specific tasks include:

- identification of possible / likely crisis scenarios based on a formal risk assessment; and
- development of Emergency or Crisis or Management Plans for each business unit and the support offices, which should include:
 - organisation and resources;
 - information requirements;
 - specific procedures for managing identified crisis scenarios; ■ specific plans for business continuity and disaster recovery; and ■ detailed processes for media handling.
- identification and training of Crisis Management Team(s) including deputies;
- exercising of the Crisis Management Team and supporting services at regular intervals with realistic scenarios; and
- a programme of regular reviews to ensure that the crisis and emergency management plans are up-to-date and that appropriate training and exercises have been undertaken.

Responsibility and Authority

This policy standard is issued under the authority of the Director of Schools Europe of ISP. Responsibility for implementation of this policy standard is set out below.

- Responsibility for the achievement of this policy standard rests with the Executive Team.

- Subsidiary companies are responsible for implementing the policy standard, monitoring its implementation in the everyday activities of their business and report to the relevant Directors.
- Managers are responsible for implementing the policy standard, monitoring its implementation in the everyday activities of their operations and report to their management team.
- The ISP Executive Team has responsibility for auditing Crisis and Emergency Management Plans and business continuity and disaster recovery plans and assessing the readiness of a School and joint ventures to be able to respond to a crisis.
- Nominated staff members are responsible for the ownership and undertaking of their crisis management functions in accordance with this Policy Standard and for its implementation within the framework of Cambridge International School's procedures and directives.

Evidence of Compliance

To demonstrate compliance with this Policy Standard, the following documentation is to be available for audit: ○ Cambridge International School's Crisis Management Policy Standard (this document);

- related policy statements and procedures;
- risk assessment of Cambridge International School activities; ○ crisis management plan(s); ○ business Continuity and Disaster Recovery Plans; and ○ internal Audit reports.
- Business Unit (Subsidiary Companies/Joint Ventures) ○ Procedures;
 - Risk assessment of operating company activities; ○ Crisis management plan(s); ○ Business continuity and disaster recovery plan(s); and ○ Audit / review records.
- Sites (Schools)
 - Risk assessment of site activities; ○ Emergency management plan(s); ○ Business continuity and disaster recovery plan(s); and ○ Audit / review records.

Interpretation

In this policy the term "senior manager" means the School Principal and her designated deputies.

This policy applies in all Schools and other work environments within the Partnership.

This policy applies within all companies, which are wholly owned subsidiaries of International Schools Partnership Services Limited, a company registered in England, registered number 08652527, and the terms

"Partnership" and "Company" should be interpreted accordingly, dependent on the employing company.

The registered office of all companies is One Fleet Place, London, EC4M 7WS. Any enquiries regarding the application of this policy should be addressed to the Managing Director at 8th Floor, 101 Wigmore Street, London, W1U 1QU.

Example of Communications Plan and Materials In the Event of a Crisis

Communications Materials

Sub-sections

- a) Key messages to support all communications materials
- b) Police media statement
- c) Statement to parents from ISP
- d) Statement to staff from ISP
- e) Reactive media statement
- f) Media Q&A
- g) Protocol for handling media queries
- h) Approach to social media monitoring and response

a) Key messages

Incident
HR
Media

b) Police Media statement

c) Statement to parents

d) Statement to staff

e) Reactive and holding media materials to handle media enquiries and protocol for handling any media queries arising

f) Q&As

g) Protocol for handling media queries

h) Approach to social media monitoring and response

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