CRITICAL INCIDENT RESPONSE PLAN (CIRP)

Al Mamoura Academy

Policy	Critical Incident Response
Service Pillar	Operations	Operational Risk
Policy Number	SG-OP-OR-009	v 2.0
Effective Date	01 February 2020
Assessment Cycle	Annual or as required
**Author	Modified**	Chris McCarthy	18 June 2020

Contents

1. Introduction

The Critical Incident Response Plan has been developed in order to provide guidance and instructions of the process to follow in the event of an emergency. The document should be read and understood in conjunction with the documents listed in the below table.

The document has been developed as a generic procedure, to be used across all Aldar Education schools. Each school is responsible for reviewing the document and making it specific to their own environment.

Emergency and crisis events follow a down to top (schools to HQ Highest Management) escalation approach, depending on the criticality of the incident, as illustrated in appendix A. This document focuses on the Incident Response Procedures at the schools level and the support mechanisms available from HQ specialist functions.

2. Definitions

Incident Response Group - A predefined set of online/mobile communication groups managed by the Operational Risk & Safety team using the WhatsApp platform mirroring the Operational Bronze, Tactical Silver and Strategic Gold levels of support and management.

Incident Response Team - A team of nominated employees from within the school, with their role being to provide operational support and guidance during and after the incident.

Incident Support Team - A team of nominated employees from specialist functions at HQ, with their role being to assess the criticality and escalation need of the event and provide specialist tactical support and guidance to the school based Incident Response Team during and after the incident.

Crisis Management Team - A team of nominated Executive Leaders from HQ, with their role being to provide strategic direction to the school based Incident Response Team during and after the incident.

Team Lead - A defined person who is responsible for co-ordinating the relevant team. At school level this is as a default the Operations & Support Services Manager.

Team Supervisor - A defined person who is responsible for supporting the team lead and supervising the incident management. At school level this is as a default the Principal/Superintendent or another allocated member of the senior management team.

Crisis - an inherently abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation or existence of an organisation.

Crisis Management - Strategically directed activities to prevent, respond to, mitigate the effects of and recover from a crisis.

Critical Incident Response Plan - A document or collection of documents that sets out the overall framework for the initiation, management, co-ordination and control of personnel and assets to reduce, control or mitigate the effects of an emergency.

Assembly Point - Building or area on the periphery of an area affected by an emergency, to which evacuees are directed to evacuate too.

Emergency Exercise - A simulation designed to validate organisations' capability to manage incidents and emergencies. Specifically, exercises will seek to validate training undertaken and the procedures and systems within emergency or business continuity plans.

Risk Assessment - A structured and auditable process of identifying potentially significant events, assessing their likelihood and impacts, and then combining these to provide an overall assessment of risk, as a basis for further decisions and action.

3. Premises Information

The following points should be included within the plan:

Building size	39792 sqm
Number of floors	Ground + 1
Maximum occupancy	1900
Current occupancy (enrolment)	1300
Number and location of assembly points	2 See Appendix C.2a

4. Emergency Preparedness

This document establishes the procedures to follow for specific emergencies scenarios. The following sections establish the roles and responsibilities of each stakeholder during an emergency, the escalation flow of the emergency and guidance on training and exercising to conduct for each emergency scenario.

Incident	Guide Reference	Annual Testing / Drills / Exercising
Fatality or major injury	Appendix C.1	None – Additional Guidance to be issued: Operational Risk & Safety
Fire	Appendix C.2	Fire Drill – At least three times annually (including one with Civil Defence)
Bomb Threat	Appendix C.3	None – Additional Guidance to be issued: Operational Risk & Safety
Child Abduction	Appendix C.4	None – Additional Guidance to be issued: Child Safeguarding
Missing Child	Appendix C.5	None – Additional Guidance to be issued: Child Safeguarding
Structural Failure	Appendix C.6	None – Additional Guidance to be issued: School Operations
Loss of essential services	Appendix C.7	None – Additional Guidance to be issued: School Operations
Confirmed Legionella outbreak	Appendix C.8	None – Additional Guidance to be issued: Operational Risk & Safety
Active Shooter/ Intruder	Appendix C.9	Exercise – At least one annually, to be defined by the school leadership
Severe Weather	Appendix C.10	None – Additional Guidance to be issued: Operational Risk & Safety
Unidentified Material/Substance	Appendix C.11	None – Additional Guidance to be issued: Operational Risk & Safety
Bus/Transportation Accident	Appendix C.12	None – Additional Guidance to be issued: General Services

Fire and lockdown drills are mandatory and set in advance by the schools. As for the other procedures, Incident Support Team members will be providing additional guidance and separate standalone guidelines along with awareness and training sessions to all schools.

5. Roles and Responsibilities

The following roles and responsibilities have been established:

Designation	Named Personnel	Roles and Responsibilities
Initial Responder	-	• Inform the internal First Aid Team for medical intervention • Inform the operations team or security for non-injury related incidents
First Aid Team	School Clinic/Nurse	• Provide immediate medical support until emergency response teams arrive on site • Report directly to Incident Response Team Lead (by default the Operations Support Manager), informing them of the condition of any injured person(s)

Incident Response Team	Sarah Weaver - Principal Mala Najafi – OSM Fizzah Khan Ops Officer Matt Botth – Head of Primary Tom Meakin – Head of Secondary Security	• Ensure staff are equipped with relevant training • Assess the nature of emergency and initiate suitable actions to control the emergency and activate the emergency response plan if required (lockdown, evacuation or shelter-in-place etc.) • Determine the priorities that will drive the overall Emergency response and guide site / tactical responders. • Liaise with relevant authorities throughout the duration of the emergency and coordinate actions for resources required, rescue, head count, first aid, hospitalization, evacuation etc.
Incident Response Team Lead	Mala Najafi - Operations & Support Services Manager (OSM) by default unless delegated to another person **<Fizzah Khan – Operations Officer>**	• Ensure that the Critical Incident Response Plan is reviewed at regular intervals and communicated to the relevant stakeholders • Ensure that the required emergency exercises are conducted in line with policy requirements • Ensure that an Incident Response Team is appointed within the school and that their roles and responsibilities are clearly communicated to them • Responsible for escalating critical incidents to the Incident Support Team • Responsible for public information and liaison with the authorities
Principal	**Sarah Weaver Principal / Matt Booth – Head of Primary** (in case of non-availability of Principal)	• Overall ownership of the execution of the Emergency Response Procedure • Designated as spokesperson; coordinates media briefings and news releases as necessary
HQ Group Head - Operational Risk & Safety	Chris McCarthy	• Manage the tactical Incident Support Team and support school level operations. • Dynamically Risk assess all incidents and manage escalation/ de-escalation of incidents. • Advise Director of Operations on when to activate the Crisis Management Team.
HQ Director of Operations	Dave Taylor	• Lead management and escalation and support of critical incidents. • Inform wider ELT of events and action plan. • Following CEO's confirmation of action plan inform ADEK of the situation and subsequent course of action.
Teachers / Classroom Assistants / Admin Staff / Third parties etc.	All	• Bring the class attendance sheets • Supervise students during evacuation • Leave the building and report to the predetermined assembly point (in case of evacuation) following the Emergency Wardens directions • Familiarize themselves with the school procedures for emergencies

6. Communication and Training

The Critical Incident Response plan will be communicated to all employees within the school, via the Operations & Support Services Manager. A copy of the Critical Incident Response Plan will be available and accessible to all employees via the online portal.

The plan should be revised on an annual basis and on an adhoc basis if any update / modifications is required. Additional modifications / updates may also be communicated from the HQ Operational Risk & Safety team.

Operational Risk & Safety Team will deliver training and refresher training in line with the annual training schedule to the Operations & Support Services Manager and an overview session for the school Principal.

The Operations & Support Services Manager will deliver training and updates to the school Senior Leadership Team and support the wider training roll out by the SLT to all remaining school staff.

All staff / teachers called by the Principal will be expected to participate in any emergency scenario exercises conducted as per the schedule provided by the school.

7.   Incident Response Escalation – Process
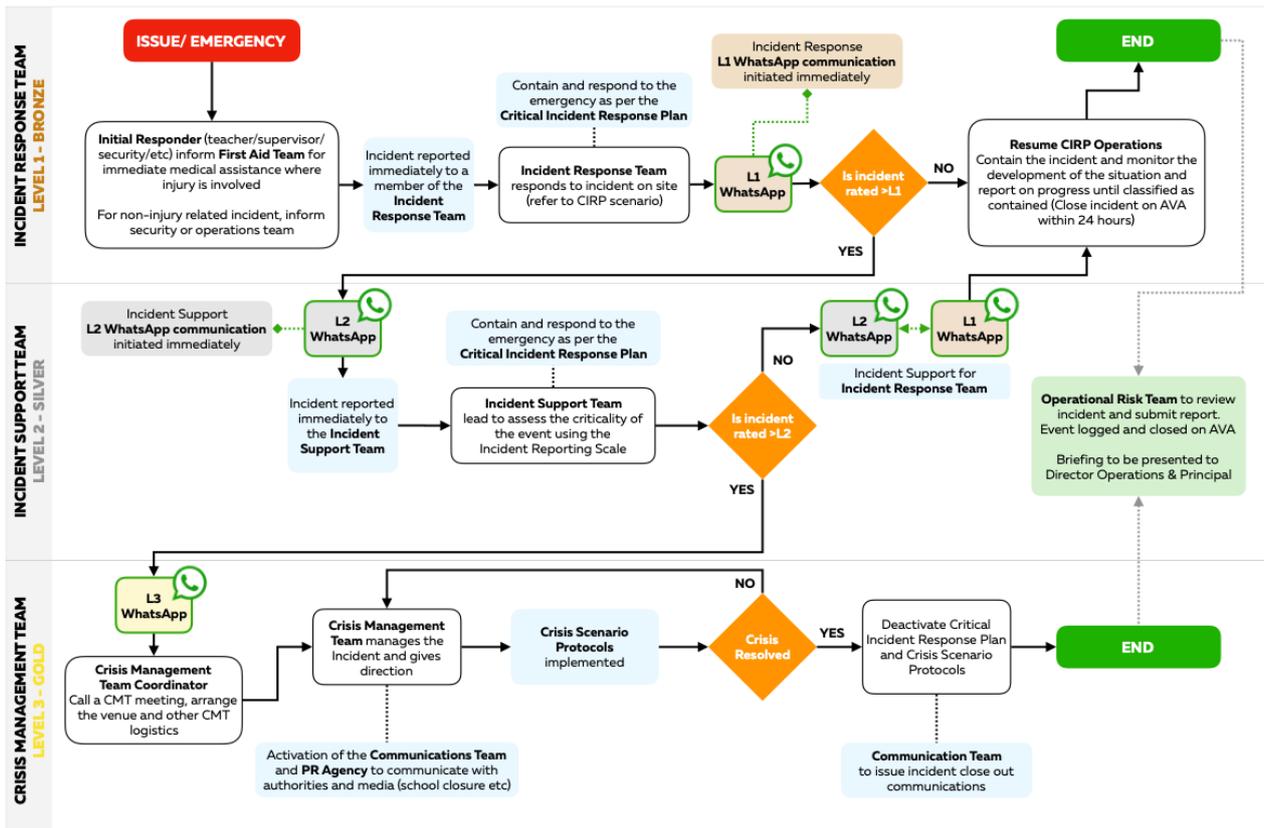
Incident Rating: Please refer to Appendix A – Incident Criticality Scale

8. Emergency Contact Information

External Emergency	
Name	Contact Number
Police	999
Ambulance	998
Civil Defence	997
Electricity failure	911
Water failure	922
Nearby Hospitals	Burjeel Hospital – 508 5555
Nearby Police Stations	Khalidiya Police Station – 020 404 2688
Other important information	

Level 1 - Bronze - Incident Response Team		
Designation	Full Name	Contact Number(s)
Operations & Support Services Manager (OSM) (IRT Lead)	Mala Najafi	055 6361585
Principal (IRT Supervisor)	Sarah Weaver	055 939 1976
Head of Primary	Matt Booth	050 208 0117
Head of Secondary	Tom Meakin	056 974 9164
Operations Officer	Fizzah Khan	050 232 2541

Level 2 - Silver - Incident Support Team		
Designation	Full Name	Contact Number(s)
Initial Incident Response *Specialist assigned and key contact on all Incident Response protocols and assessments*	Lead: Chris McCarthy (IST Lead) Deputy: Col Rowlings (IRT Supervisor)	058 546 2371 052 634 6373
HSE / Operational Risk *Specialist assigned and key contact on all HSE and operational risk related incidents*	Lead: Chris McCarthy Deputy: Kieran Shaw	058 546 2371 058 547 9316
Security & Transport *Specialist assigned and key contact on all Security related incidents*	Lead: Irfan Bhat Deputy: Kieran Shaw	052 850 8489 058 547 9316
PR & Communications *Specialist assigned and key contact on all communications related incidents*	Lead: Omaya Shanti Deputy: Dhabia Abdulla	055 956 2513 056 446 6044
IT Systems *Specialist assigned and key contact on all IT & Systems related incidents*	Lead: Qais Althawadi Deputy: Zahidulla Javeed	055 284 9594 050 256 3527
Child Safeguarding *Specialist assigned on all Child Safeguarding related incidents*	Lead: Kate McMillan Deputy: Tracey Dunn	050 122 6701 050 144 8919
Employee Safeguarding *Specialist assigned on all employee related incidents*	Lead: Meloney Hyatt Deputy: Debbie Roberts	056 991 3795 050 319 7346

Level 3 - Gold - Crisis Management Team		
Designation	Full Name	Contact Number(s)
Operations, Risk & Safety	Lead: Dave Taylor (CMT Lead) Deputy: Chris McCarthy / Col Rowlings	055 260 0382 058 546 2371/ 052 634 6373
Education	Lead: Steve Sharples AA & ADNOC Tracy Moxley Charter	055 701 3555 052 881 1491
Communications	Lead: Dave Taylor Deputy: Omaya Shanti	055 260 0382 055 956 2513
CEO's Office	Lead: Sahar Cooper (CMT Supervisor) Rhian Wright (CMT Coordinator)	050 636 1746 050 787 2995

9. Appendices – Incident Response Procedures

Appendix A - Incident Criticality Scale

Criticality	Operational Risk	PR & Communication	Others
Bronze Level 1 **Minor**	Near miss incident Minor injury that does not require any external medical treatment. Minor damage to Land & Building (ie. Broken window, fixture and fitting etc) Temporary outage of power, services or air conditioning for less than 2 hours.	Something that could hurt the individual school brand and/or Aldar Education reputation. (ie. inappropriate material, minor public accident, bullying)	An information security breach or weakness which has minimal impact to Aldar Education and recovery can be scheduled to an appropriate time without negatively impacting the business function
Silver Level 2 **Moderate**	Injury requiring external medical treatment. Non-permanent injury. Damage to Land & Building including weather damage (ie. Minor damage resulting in loss of use of room(s) etc) Temporary outage of power, services or air conditioning for more than 2 hours and less than 12 hours.	An incident that affects the school and the school community. (ie. A closure of a school, sudden departure of a principal/key staff, injury at the school, lapse of judgement (resulting in an incident) Something that impacts students and/or staff that could damage the school's reputation or the Aldar Education brand if not managed well. (ie. Minor incident at the school that is contained like a fire)	An information security breach affecting company information / property which would disrupt our ability to function.
Gold Level 3 **Major**	Single or multiple fatalities or major injuries Major injury requiring hospitalization / permanent injury Significant damage and/or loss to Land & Building including weather damage (ie. Damage resulting in loss of use of multiple rooms or external spaces) Prolonged outage of power, services or air conditioning for more than 12 hours.	An incident that sparks media interest and/or cause concern to the entire community. (i.e. Death at a school, terror threat, fire at school, sexual harassment case)	Any event relating to fraud, corruption or bribery Law enforcement investigation into possible criminal activity by member(s) of staff Any other incident that is notifiable to a Regulator

Appendix B.1 - Recording & Governance Escalation Matrix

All incidents at all levels will be recorded on the official designated online incident management system (AVA). Each category of incident should be recorded, and closed out within the following time periods:

Criticality	Time to report on the system
Level 1 - Bronze	24 Hours (next day)
Level 2 - Silver	8 Hours (same day)
Level 3 - Gold	Immediately (or within 1 hour) following the conclusion of the incident

In addition to recording on the system, ADEK should be notified as per their current policy for events and incident through their reporting system and in certain cases, the information may need to be communicated formally in writing or verbally to relevant management or governing boards.

Escalation and formal notification of incidents will be as follows:

Schools	Criticality	Notify	Escalation
Aldar Academies 7x Academies	Level 1 - Bronze Level 2 - Silver Level 3 - Gold	None Verbal Written	No escalation required Director of Operations and Education CEO and Aldar Education Board of Directors
Aldar Schools 0x Schools	Level 1 - Bronze Level 2 - Silver Level 3 - Gold	None Verbal Written	No escalation required Director of Operations and Education CEO and Aldar Education Board of Directors
Aldar Nurseries 1x Nursery	Level 1 - Bronze Level 2 - Silver Level 3 - Gold	None Verbal Written	No escalation required Director of Operations and Education CEO and Aldar Education Board of Directors
ADNOC Schools 4x Schools	Level 1 - Bronze Level 2 - Silver Level 3 - Gold	None Verbal Written	No escalation required Director of Operations and Education CEO, ADNOC Board of Trustees and AE Board of Directors
Charter Schools 7x Schools	Level 1 - Bronze Level 2 - Silver Level 3 - Gold	None Written Written	No escalation required Director of Operations, Education and Charter Schools Team CEO, Charter Schools Team and AE Board of Directors

Appendix B.2 - Manual Events Log

All incidents, regardless of their critically should be logged and documented in the AVA system as per Appendix B.1. In case of non-availability or lack of access to the system, please use the below as a template of log of events:

Date / Time	Description	Communicated to	Remedial Actions	Name

Note: This sheet should also be used to report incidents that are not related to HSE/Child safeguarding/Security (e.g. communications or reputational impact issues)

Appendix C.1 - Fatality or major injury

If the incident occurs during school hours:

a. Contact emergency services and school clinic. If trained, provide any immediate first aid care. This may include first aid care for other potentially injured persons.
b. If the incident occurs outside of school hours, it is likely that the security personnel will be the initial responder. The same process of communication and action should be adopted.
c. Notify Principal and/or OSM who can then invoke the Critical Incident Response Plan. Principal and/or OSM will also notify the Incident Support Team to assess the criticality of the incident which may subsequently invoke the Aldar Education Critical Incident Response Plan and the Crisis Management Team involvement.
d. Ensure the scene is secured as soon as reasonably possible, removing any students from the direct area.
e. Communicate to the family members of the injured.
f. Identify potential witnesses for further interviews/ discussion later.
g. Do not engage in any formal or informal conversations with anyone outside the Incident Support Team and do not make any comment to the public or press.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish formal methods of communication to parents, students and other stakeholders.
b. Conduct investigation with the support of Aldar Education Operational Risk team.
c. Establish students or staff members that may require counselling support.
d. Review existing processes including any relevant risk assessments.
e. Principal and/or OSM, Group Head of Operational Risk and Safety in coordination with Aldar Education Communication team to generate and communicate a completed report to relevant stakeholders.

Appendix C.2 - Fire

For full guidance, refer to SG-OP-OR Form 4– Fire Evacuation Plan

In the event of finding a fire the following procedure must be followed:

a. Immediately raise the alarm by activating the nearest manual call point (MCP).
b. If safe to do so rescue any persons who are in immediate danger.
c. If safe to do so, attempt to tackle the fire, please note that you must never put yourself or others at risk. Fires larger than a waste paper bin should be left to trained emergency personnel.
d. Notify the Incident Response Team who will attend the site and assess the situation. The Incident Response Team will determine the need for emergency response and notify the emergency services.
e. Evacuate the building safely and smoothly supporting any persons on the way. Make your way to the designated fire assembly point and await roll call.
f. As soon as reasonably practical the Principal and/or OSM is to notify their direct line manager; this will subsequently invoke the Aldar Education crisis management plan.

In the event of hearing a fire alarm, the following procedure must be followed:

a. Stand down from your immediate duties.
b. Teachers within classrooms are to collect the emergency pack from their room and put on their high visibility jacket.
c. Commence the evacuation of their class or areas in an orderly fashion, making their way to the nearest safest fire exit and head to the fire assembly point.
d. Administration staff must commence the evacuation of the administration areas.
e. Selected fire marshals must ensure that a sweep of their designated areas is carried out.
f. Once at the fire assembly point, teachers must conduct a roll call and report the findings to the Incident Response Team.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b. Conduct investigation with the support of Aldar Education Operational Risk team.
c. Establish students or staff members that may require counselling support.
d. Review existing processes including any relevant risk assessments.
e. Principal and/or OSM, Group Head of Operational Risk and Safety and Aldar Education Communication Team to generate and communicate a completed report to relevant stakeholders.

Appendix C.2a - Assembly Points

INSERT SCHOOL SITE PLAN
SHOWING ASSEMBLY POINTS HERE

Appendix C.3 - Bomb Threat

Bomb threats containing accurate and precise information, and received well in advance of an actual attack, are rare occurrences. The vast majority of cases are hoaxes and the intent is social engineering, to cause disruption, fear and/or inconvenience the victim.

A bomb threat can be communicated in a number of different ways. The threat is likely to be made in person over the telephone; however, it may also be a recorded message, communicated in written form, delivered face-to-face or, increasingly, sent by email or social media.

If you receive a threat, you should:

a.   If the message is via telephone, stay calm and listen to the caller/message.
b.   As soon as possible note any information on the bomb threat checklist or any paper/note pad (see in the following paragraph the bomb threat checklist).
c.   Immediately notify your Principal and/or OSM.
d.   If the notification is via SMS or social media do not delete or respond to the message and inform the Principal and/or OSM immediately.
e.   Principal to notify the emergency services of the threat and decide on the immediate course of action.
f.   OSM to notify Head Guard, members of the Incident Response Team and the Incident Support Team.
g.   It is important that you don't delay on your actions, the Principal has the responsibility for the immediate action to take.

If a decision to evacuate is made, the following actions should be considered:

a.   It is important to appoint people, familiar with evacuation points and assembly points, to act as marshals and assist with this stage.
b.   If the location of the suspect package is known, evacuation routes must avoid the area. Areas to avoid should be clearly communicated prior to the evacuation taking place. This can be achieved through the PA system within the school or communication via the evacuation teams.
c.   Emergency services will be able to support upon arrival. However, as mentioned you should not delay the decision to evacuate if you suspect there is a credible threat.
d.   Remain indoors
e.   In some instances, it may be safer to remain within the school. For example, if the location of the device is noted as being outside of the school. People should be advised to move away from windows and doors. If the location of the suspected device is not known, external evacuation would be a justifiable course of action.

Decision not to evacuate or remain and continue as normal
Based upon the initial assessment and if the threat is deemed as a hoax, a decision to continue as normal may be made. The Principal will make this decision and may seek advice and support from the police and members of the Incident Response Team, in his/her decision.

Media / parent communications
Any communications relating to the incident are to be approved by the Aldar Education media and communications department. A number of holding statements have been generated in advance, with the appropriate message being released as and when required. All media interviews should only be delivered by trained members of the Aldar Education Communications team.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Appendix C.3a - Bomb Threat Checklist

The following actions should be taken:

1. Remain calm and talk to the caller
2. Note the callers number if displayed on your phone
3. If you are able to record the call

Write down as much information as possible below

When, Where, What, How & Why	
About the Caller	Male ☐ Female ☐
Language	Well Spoken ☐ Irrational ☐ Taped ☐ Incoherent ☐
Callers Voice	Calm ☐ Crying ☐ Angry ☐ Slow ☐ Stutter ☐ Disguise ☐ Familiar ☐ Laughing ☐
Any Specific Accent?	
Background Sounds	Street Noises ☐ House Noises ☐ Office/Voice Noises ☐ Road/Car Noises ☐ Silence ☐
Date of Call	
Time of Call	

If possible, try to ask the following questions and note the answers given

1. Where exactly is the bomb right now:

2. When is it going to explode:

3. What does it look like:

4. How will it be detonated:

5. Did you place the bomb:

6. What is your name:

7. Why did you place the bomb:

8. What does the bomb contain:

Once the phone call is ended, immediately notify the Principal, OSM and/or Head of Security

Person Notified	
Time Notified	

Appendix C.4 - Child Abduction

If a child makes a report of a suspected abduction within or outside of the school, the following should be considered:

a. The person who the report is made to must immediately notify their line manager.
b. The line manager will then notify the Principal or the Deputy/ Vice Principal.
c. The Principal will notify the security supervisor and decide upon the course of action. If the attempted abduction has occurred within the school, an immediate lock down of the school may be required. This will be initiated by the Principal and/or OSM.
d. The Principal and/or OSM will notify the police as soon as reasonably possible. A review of the CCTV should be conducted immediately; this will help to identify any potential perpetrators.
e. The Principal will notify the Incident Support Team; this will allow the crisis management plan to be invoked.
f. If a person observes what he/she believes to be suspicious activity, the following should be considered:
g. Immediately notify a member of the security team.
h. Be cautious and only approach the person if safe to do so.
i. If possible mentally note the person and any vehicle they are in, colour, type, registration number etc.
j. Principal should immediately notify the Police and parents.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b. Conduct investigation with the support of Aldar Education Operational Risk, Child Safeguarding and security team. This will include, identifying potential witnesses and obtaining statements, reviewing CCTV, analysing sign in logs etc.
c. Establish students or staff members that may require counselling support.
d. Review existing processes including any relevant risk assessments.
e. Principal, Child Safeguarding Head and Group Head of Operational Risk and Safety in coordination with Aldar Education Communications Team to generate and communicate a completed report to relevant stakeholders.

Appendix C.5 - Missing Child

If a child is suspected of being missing from within the school, the following procedures are to be followed:

a. The staff member who is notified must immediately inform the Principal and/or OSM and the security team.
b. An immediate sweep of the premises must be conducted by the security team and school employees. Ensure areas such as toilets, clinic, pool, storage areas, sports halls etc. are checked. In parallel, a review of the CCTV will be conducted by the security personnel, in order to establish the movements of the missing child within the school.
c. If the missing child is a bus transport student, the Transport Service Delivery Executive will be contacted to establish if the student arrived in the morning via the bus service or has since left.
d. If the missing student is not found following an immediate sweep of the premises, the parent/guardian will be notified. It is recommended that no longer than thirty minutes is taken to notify the parent. At this point, the police may also be notified. This will be done in consultation with the parent.
e. At this stage the Principal will notify the Incident Support Team, in order to invoke the crisis management plan.
f. The school will support the police during their investigations and provide any necessary information they may have.

If a child is suspected of being missing whilst on a school excursion, the following procedures are to be followed:

a. The staff member supervising the excursion must be notified immediately.
b. An immediate sweep of the premises/location must be conducted. If the premises/location have a security team, they must be notified immediately. A review of the CCTV will be conducted by the security personnel, in order to establish the movements of the missing child.
c. The supervisor will notify the Principal to inform him/her of the situation.
d. If the missing student is not found following an immediate sweep of the premises/location, the parent/guardian will be notified. It is recommended that no longer than thirty minutes is taken to notify the parent. At this point, the police may also be notified. This will be done in consultation with the parent.
e. At this stage the Principal will notify the Incident Support Team, in order to invoke the crisis management plan.
f. The school will support the police during their investigations and provide any necessary information they may have.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Appendix C.6 - Structural Failure

In the event of a structural failure or suspected risk of one occurring, the following procedures must be followed:

a. Immediately evacuate all persons from the area and if safe to do so, provide any immediate first aid care. Depending upon the severity a whole school evacuation may be required, this will be determined by the Principal. If a whole school evacuation is required, communication should be conducted via the PA system, with clear instructions given.
b. If an evacuation is required, escape routes will be diverted away from the incident location.
c. Contact the emergency services to provide medical and emergency support.
d. At this stage the Principal will notify the Incident Support Team, in order to invoke the crisis management plan.
e. As soon as reasonably possible and once the location is deemed safe for access, a structural assessment must be carried out. This should be conducted via the Aldar Education properties team, who will appoint a suitable contractor.
f. The area will only be re-opened following the structural assessment and the confirmation that it is deemed safe by a competent person.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b. Conduct investigation with the support of Aldar Education Operational Risk and properties team.
c. Review existing processes including any relevant risk assessments.
d. Generate and communicate a completed report to relevant stakeholders. This will include the consultant's structural assessment.

Appendix C.7 - Loss of essential services

Loss of essential services could include, HVAC, water, electricity etc. In the event of such an incident, the following procedures should be followed:

a. Principal and/or OSM and SLT are to determine the school impact and decide on the appropriate action. For example, a complete loss of HVAC services during the summer months may necessitate a complete temporary closure of the school.
b. At this stage, the Principal will notify the Incident Support Team in order to invoke the crisis management plan.
c. In the event of such a closure, clear communications must be issued to parents of the procedures to collect their children. For children that use bus transport services, suitable arrangements will be made for an early collection. Again, this must be communicated to parents so that they are available for a potentially early home drop off.
d. The Principal and/or OSM will liaise with the FM manager to establish the course of action to return the services to normal. Based on the assessment, clear communication should be sent to the parents. Aldar Education corporate communications team can assist on the communication.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b. Review existing processes including any relevant risk assessments.
c. Principal and/or OSM, Aldar Education Operational Risk in coordination with Aldar Education Communication Team to generate and communicate a completed report to relevant stakeholders.

Appendix C.8 - Confirmed Legionella Outbreak

For full guidance, refer to SG-OP-OR-023 – Legionella Management

Municipality guidelines for the control of legionella in water systems, defines an outbreak as 'two or more confirmed cases of Legionellosis occurring in the same locality within a six-month period'

In the event of a confirmed case of legionella, the following procedures should be followed:

a. Immediately report the incident to the health and safety department and the respective cluster Group Head – Operational Risk & Safety.
b. Operational Risk department to report to the local municipality, in line with reporting requirements.
c. Liaise with Outsourced FM to establish potential sources of the bacteria, this may include, cooling towers & hot and cold water systems. Establish any further needs for microbiological and water testing across the school. Review past test results to establish any potential areas of concern.
d. Liaise with the school medical team to establish any potential students/employees that may be showing any symptoms. If any are identified, they should be advised further medical treatment.
e. Until further testing are conducted, contact authorities (e.g. ADEK) and get recommendations from authorities in case of any need to shut the school.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b. Review existing processes including any relevant risk assessments.
c. Principal and/or OSM and Group Head of Operational Risk and Safety to generate and communicate a completed report to relevant stakeholders.
d. Monitor micro biological test results and ensure they remain in line with Municipality requirements.

Appendix C.9 - Active Shooter/Intruder

A lock down may be initiated in the event of a suspected intruder being within the school premises. An intruder could include an employee, parent, student or other person.

An intruder may be identified initially by a student, member of staff or security. Any suspicious activity must be immediately notified to either the nearest member of staff, the head guard or directly to the Principal.

a. The Principal and/or OSM must make an immediate assessment of the situation and determine if a lock down is to be initiated.
b. To initiate a lock down the Principal and/or OSM or nominated employee must make a pre-determined announcement over the public address system. It is suggested that schools follow the simple announcement of 'lock down, locks, lights, out of sight'.
c. Dependent upon the nature of the incident, the relevant emergency services must be notified immediately. This should be done via the head guard, OSM or Principal.
d. Upon hearing the announcement, all employees must follow their pre-determined lock down training procedures. This will include, securing access into rooms, closing window blinds, barricading doors and positioning all students out of sight.
e. All persons must remain in their 'lock down' location, until the public address announcement is made. Each school must ensure that they have a pre-determined code phrase, which will indicate the end of the lockdown. It is recommended that the code phrase is changed annually and clearly informed to students and staff.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b. The Principal will support with any external authority investigations and provide information regarding internal investigations.
c. Review existing processes including any relevant risk assessments.
d. Principal, Group Head of Operational Risk and Safety and Child Safeguarding Head in coordination with Aldar Education Communication Team to generate and communicate a completed report to relevant stakeholders.

Appendix C.10 - Severe Weather

For full guidance, refer to SG-OP-OR-011 – Adverse Weather

Severe weather can include examples such as, excessive rain leading to local flooding, high winds, sandstorms, excessive temperatures. In the event of such incidents, the following procedure should be followed as a general rule.

a. Principal and/or OSM and SLT are to determine the school impact and decide on the appropriate action. This may be dictated by a regulatory body who instruct schools to close due to the severe weather.
b. If a decision to close the school is made then the appropriate communications must be issued to parents, students, transport services and employees. Students are to be kept in a safe assembly location within the school until pickups can commence
c. Students must be immediately removed from any areas which are exposed to particular risk. This could include areas of flooding or areas which could be impacted by high winds. Students must be brought inside to a safe point and remain until safe collection can be arranged.
d. Refer to the relevant Service Guideline and Policy for guidance and correct communication and closure approvals.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b. The Principal and/or OSM and leadership team will need to assess the school and determine when it can be safely re opened. Where any structural or facility damage has occurred, confirmation must first be sought from the properties department.
c. Generate a report for key stakeholders if required.

Appendix C.11 - Unidentified Material/Substance

Defined as a substance/liquid/odour foreign to normal school operations. In the event of such incidents, the following procedure should be followed as a general rule.

a.   Principal and/or OSM and SLT are to determine the school impact and decide on the appropriate action.
b.   Secure the scene and move anyone close by away from it as quickly as possible (consider wind direction and speed). Prevent others from entering the area.
c.   Identify anyone that may have come in contact with the foreign substance.
d.   Do not disturb the substance/material if possible.
e.   Should an emergency situation arise, such as smoke, fumes, vapours or persons exhibit medical symptoms, evacuate the wider area.
f.   Contact the relevant emergency services and escalate to the Crisis Management Team (CMT).
g.   If a decision to close the school is made then the appropriate communications must be issued to parents, students, transport services and employees. Students are to be kept in a safe assembly location within the school until pickups can commence

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a.   Work with Aldar Education communication team to establish methods of communication to parents, students and other stakeholders.
b.   The Principal and/or OSM and leadership team will need to assess the school and determine when it can be safely re opened. Where any structural or facility damage has occurred, confirmation must first be sought from the properties department.
c.   Generate a report for key stakeholders if required.

Appendix C.12 - Bus/Transportation Accident

A road accident or fire on the bus, involving pupils or staff and resulting in injuries or loss of life during school journeys, trips or residential trips. In the event of such incidents, the following procedure should be followed as a general rule

a. OSM and/or Principal and SLT to obtain accurate information relating to the accident to determine the school impact and decide on the appropriate action.
b. Ensure the relevant emergency services have been informed by the Driver/ Bus Attendant/ Bus Coordinator as per the standard operating procedure and OSM to escalate to the Incident Response Team
c. The Principal should contact the parent of the children involved in the accident and ask them to come into school for a full briefing if this is appropriate. (This may not be appropriate if the parent needs to go to a hospital if the child has been seriously injured.) Parents need to be informed of all available facts as early as possible.

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

a. Work with Aldar Education communication team to establish formal methods of communication to parents, students and other stakeholders including reactive media statements.
b. Conduct investigation with the support of Aldar Education Operational Risk and General Services Team.
c. Establish students or staff members that may require counselling support.
d. Review existing processes including any relevant risk assessments.
e. Principal and/or OSM, Group Head of Operational Risk and Safety, Group Head of General Services in coordination with Aldar Education Communication team to generate and communicate a completed report to relevant stakeholders.

Appendix C.13 - Quarantine Procedures

A period or place of isolation, in which people that have arrived from elsewhere or have been exposed to infectious or contagious disease are placed. In the event of such an incident, the following procedure should be followed as a general rule.

    a.   Following authorities' directive, a lock down will be initiated in the event of a suspected outbreak of an infectious/contagious disease.

    b.   No personnel will be allowed to enter or exit the building.

    c.   Incident Response Team Lead (or nominated individual) to make a pre-determined announcement over the public address system. It is suggested that school follows the simple announcement of 'lock down, lock down, lock down. Please stay within your current location.'

    d.   Incident Response Team Lead (or nominated individual) to alert L1 Bronze WhatsApp group. Subsequent communication to all stakeholders to be managed by Aldar Education communication team.

    e.   Liaise with relevant authority and take direction as per their internal process (if applicable)

    f.   IST to coordinate purchase and delivery of essential supplies:
          Water
          Food Items (long shelf life, non-allergy)
          Bedding
          Clothing
          Toiletries
          Cleaning Consumables

    g.   Refer to Point E above

Following escalation of the incident to the relevant Incident Support Team Lead, an assessment will be carried out as per appendix A. All incidents will then be immediately reported within the relevant 'Incident Response Group' (WhatsApp), based on incident categorisation.

Following the incident

    a.   Once the quarantine is over, commence with deep cleaning and total sanitisation of the building and premises.

    b.   Work with Aldar Education communication team to establish formal methods of communication to parents, students and other stakeholders including reactive media statements.

    c.   Conduct investigation with the support of Aldar Education Operational Risk and General Services Team.

    d.   Establish students or staff members that may require counselling support.

    e.   Review existing processes including any relevant risk assessments.

    f.   Principal and/or OSM, Group Head of Operational Risk and Safety, Group Head of General Services in coordination with Aldar Education Communication team to generate and communicate a completed report to relevant stakeholders.

Appendix C.14 - Prolonged School Closure

A period of unexpected or unplanned school closure, in which the education of students cannot be undertaken in the regular school building. In such scenario, the following actions should be undertaken;

a. Following a directive from the regulator or the EMT, the school will be placed in a state of closure.
b. The school will be closed to students, but not limited to. The closure should consider all persons involved in the operation of the school, selected at the discretion of the Ops Director.
c. Communication of the closure will be distributed by the principal, following approval of comms from the business. This should cover working hours and business expectations during the period of disruption.
d. IT should consider any amendments required to email or usage of IT systems.
e. Consideration of the following should apply;
   I. Reduction in man hours for services
   II. Reduction in utilities
   III. Deep cleaning, where necessary
   IV. Advancement of any CAPEX, repairs or maintenance, where appropriate
   V. Commencement of the distance learning procedure
f. Impact analysis on the ability to fulfil the curriculum should be carried out by the Education Dept.
g. Impact analysis on school tours and potential enrolments should be carried out by Marketing.
h. Positive PR opportunities to be communicated through the school social media channels to keep the parent community aware of the ongoing situation.