



ETC International College

Response to Major Incidents

August 2024

Response to Major Incidents (including Terrorist / Firearms / Weapons Attack and Bomb Threats)

Policy and Procedures

General Policy

Terrorist and other types of attacks on schools and colleges are, thankfully, very rare in the UK.

However, being prepared could help to save lives and enable managers to mitigate any risks / threats / actual attacks.

The safety of staff, children, parents, carers and members of the public is paramount. We do not need to be alarmist or cause undue fear or anxiety, but rather raise awareness amongst all employees of the need to be proactive, prepared and understand our roles and responsibilities should a situation arise.

ETC International College recognises its responsibilities in protecting employees, service users and the public from the perceived or real threat of terrorism. Although it is highly unlikely that we would be a direct target of an organised attack, there have been well documented cases where public serving organisations have been subject to attacks.

The UK's Home Office has proposed a "Run, Hide, Tell" response to terrorist attacks. Since such attacks are very difficult to predict and are, by their very nature, asymmetrical, no single set of procedures can be devised to handle every eventuality.

People

ETC has a Crisis Management Team, headed by the **Crisis Management Lead, David Jones (Principal)**.

Other members of this team are:

Kambiz Parandian (Director)

Sarah Vivian (Director of Studies)

Hannah Wright (Business Manager)

Liz Zienkovicz (Student Services Officer - Reception)

Olivia Smith (Student Services Officer - Reception)

Diyaa Maksousa (Operations and Facilities Manager / Health and Safety Manager)

Tilly Kopecki (Assistant Director of Studies)

Virginia Parandian (Residence Director)

Coralie Braddock (Student Services Officer (Accommodation) and Deputy Designated Safeguarding Lead)

Santi Hurtado Calero (Marketing and Designated Safeguarding Lead)

Paul Russel (Maintenance Manager).

This team is supplemented by ETC's team of Fire Marshals, who are responsible for evacuations / invacuations / assisting with lockdowns.

Procedures

Communications - overview

In the event of an incident it is expected that the Director / Principal / Director of Studies / Reception Staff, supported by the Fire Wardens, will take charge and make decisions based on the available information at the time.

Staff should alert the Director (Extension 230) / Principal (Extension 224) / Director of Studies (Extension 227) / Reception Staff (Extension 223 or 236) to a threat as quickly as possible by using an internal line, mobile or, if quicker and safer, speaking to them in person.

However, if they believe the threat to be urgent, they should be prepared to sound the Lockdown Alarm themselves by using one of the Lockdown Alarm Sounders. Locations of these are shown below, in the section on Lockdown Procedures.

Staff may also contact the Principal by mobile phone: 07966 578999.

Email: davidjones@etc-inter.net

Important locations	Phone Extension Number
Reception	223 or 236.
DoS office (Blue building).	227.
Library (Blue building).	231 or 2000.
Activities office (Orange building).	253 or 500.
FE HE office (Purple building).	240 or 213.
Residence Reception (White building).	215.

The Crisis Management Lead (the Principal), the Director or the Director of Studies will quickly assess the situation and determine the most appropriate course of action.

In the event of a weapons attack / firearm attack or other dangerous intrusion, staff will give the signal for either an evacuation (if appropriate) or more likely, a lock down.

The emergency services (999) must be contacted immediately if the threat is perceived to be real.

The Director / Principal / Director of Studies is expected to inform all Company Directors of the incident as soon as possible.

In the event of an incident occurring off site, such as during an excursion, the agreed trip procedure should be followed by the member of staff in charge. A designated telephone number (usually the ETC emergency number: 07966 380973 or the company land line) will be agreed upon prior to departure, which will be the main source of communication during an incident.

Fire marshals will assist with evacuation / invacuation / lockdown, if appropriate, and will communicate amongst themselves and with other key staff members in the event of any unusual circumstances.

In order to communicate effectively with key individuals, once the incident is confirmed, this number will be used, as much as is realistically possible, solely for communications in relation to the incident.

Parents, carers and other parties will be suitably informed once the nature of the incident and well-being of all individuals has been ascertained.

Firearms and Weapons Attack - The “Run, Hide, Tell” Principles

Firearms and weapons attacks are rare in the UK. The “**Stay Safe**” principles of “**Run, Hide and**

Tell” offer you some simple actions to consider at an incident and the information that armed officers may need in the event of a weapons or firearm attack.

The following steps have been recommended as the most appropriate general response to a terrorist attack on a school or college:

Run

If there is a safe route, run (to escape the threat).

Insist that others go with you.

But don't let their indecision slow you down.

Leave belongings behind.

Hide

If you can't run, hide.

Be aware of your exits.

Avoid dead ends and bottlenecks.

Find cover from gunfire. eg. substantial brickwork / heavy reinforced walls.

If a Full Lockdown has been initiated (see below), lock / barricade yourself into the nearest safe classroom or office and follow the Full Lockdown procedures.

If you can see the attacker, they may be able to see you.

Cover from view does not mean you are safe, bullets go through glass, brick, wood and metal.

Try not to get trapped.

Keep away from doors and windows.

Be quiet and silence your phone.

Tell

Call the Police when it is safe on telephone number 999.

Give your location.

Give the direction the attacker is moving in.

Describe the attacker(s): numbers, features, clothing, weapons, etc.

Further information – Casualties, type of injury, building information, entrances, exits, hostages, etc.

Stop other people entering the building if it is safe to do so.

Follow any Police instructions.

Staff and students should be made familiar with this “Run, Hide, Tell” response.

Armed Police Response

Follow officers' instructions

Remain calm

Can you move to a safer area?

Avoid sudden movements that may be considered a threat

Keep your hands in view.

Officers may:

Point guns at you

Treat you firmly

Question you

Be unable to distinguish you from the attacker

Officers will evacuate you when it is safe to do so.

If it is necessary to evacuate the building for any reason, the fire alarm will be sounded.

Since the nature of an attack is unpredictable, staff should do their best to quickly assess the risks and take the most appropriate action under the circumstances.

Staff should make themselves aware of all safe areas and all possible entrances and exits.

Lockdown Procedures

What is a security lockdown and when would it happen?

A lockdown procedure is a standard health and safety procedure, similar to a fire drill.

Our security lockdown procedure would be used when there is a threat to the safety of our pupils, staff and others in the college, and when it's safer for everyone to remain in college rather than evacuate. The aim is to keep people safe by confining them to a secure place of safety.

The purpose of a lockdown is to minimize accessibility to rooms/buildings on campus to reduce the risk of injury or danger to faculty, staff, students or visitors from dangerous intruders, etc.

Lockdown procedures may be activated in response to any number of situations, but some of the more typical might be:

- A reported incident / civil disturbance in the local community, with the potential to pose a risk to staff and students in the college.
- An intruder or animal on the college site that poses a risk to staff and students.
- A credible threat made against the college.
- A warning being received regarding a local risk of air pollution (smoke plume, gas cloud, etc).
- A major fire in the vicinity of the college.
- A disturbance or dangerous situation in the local community that could affect the college.
- A nearby chemical incident or other risk of air pollution.
- An incident related to terrorism.

Fortunately, such incidents are rare, but we must be prepared.

Although it is important to be prepared and have Lockdown procedures in place, it is vital that the welfare of staff and students is considered throughout. The procedure needs to consider which members of staff need to be informed, depending on the type of incident, to ensure that key staff are able to respond appropriately, but without unnecessarily alarming students or other staff.

Communications is a key aspect in these situations, so please make sure that all emergency numbers are close to hand (ideally stored on mobile phones in advance). Any mobile phones containing individuals' personal contact details should be password-protected to protect data.

As with all emergency communications, compliance with directives is mandatory for anyone on ETC International College property. Read or listen to the message to ensure you understand the reason for the lockdown.

During any kind of lockdown, staff will keep agreed lines of communication open, but not make unnecessary calls to the Crisis Management Team / Reception, as this could delay more important communications.

Full Lockdown

A Full Lockdown signifies that there is an immediate threat to the college, staff and students.

Signal:

Lockdown Alarm buttons and sounders are positioned in key locations around the ETC premises. There will be an audible (piercing) alarm sound if a Lockdown is required.

Alarm buttons are located in the following locations:

Where

Residence Reception - Building A (White).
ELT Teachers' Room.
DoS office – Building B (Blue).
The library – Building B (Blue).
Reception.
FE HE Office – Building D (Purple).
Activities Office – Building C (Orange).

Who activates the alarm

Residence staff – Extension 215.
Gaynor / ELT teacher – Extension 200.
DoS / ADoS – Extension 227.
Izzy / Diyaa – Extension 231 or 2000.
Reception staff – Extension 223 or 236.
FE HE manager – Extension 240 or 213.
Santi / Paul – 253 or 500.

All key Crisis Management Team members and Fire Marshal staff should have received staff-only training and carried out practice drills so that they can identify the Lockdown signals and know how to proceed.

Upon receiving the directive to carry out a “Full Lockdown”:

- Immediately cease all activity (i.e., teaching, group work, meetings, etc.)
- Close and lock all doors and windows where you are (external, if possible, and internal, including classroom doors). Do this quickly to minimize sound and movement. Do not let anyone else into your room once you close and lock it unless you can do so with a high degree of certainty that you will be safe.
- If you are in a space that cannot be secured (eg. hallways, library, the patio, café, etc), find a lockable room and stay there until law enforcement officers or College officials direct you to move. Hallways, the area in front of the college (including the pavement), the library, the patio and cafe are the riskiest areas.
- Draw any blinds or curtains.
- Turn off lights.
- Turn mobile phones to silent mode.

- Get out of the line of site. This may require you to get up against an interior wall perpendicular to a door window. This may be the most important thing that you do. Remember the old saying that goes “out of sight-out of mind.”
- Remain quiet, calm and still, out of sight (as far as possible). Remember, those intending to do violence know that they have limited time and will be looking for easy victims. They will not spend a lot of time looking in any particular place if there is no indication victims are in the area.
- Provide comfort to those who may be panicked. Try to calm them and get them to remain quiet.
- Remain under lockdown until told from an official source that the crisis is over.
- If you are directed by police to leave your secured area, assist others in moving as quietly as quickly as possible.
- Do not activate fire alarms (unless it is necessary to evacuate the buildings) since this will trigger people to leave safe areas and go outside where it might not be as safe or put them in a position where they encounter the threat. In the event of an evacuation that is required during or immediately following a lockdown, it may be necessary to take staff and students to alternate muster points: the first fall-back muster point is the car park of the Connaught Hotel, West Hill Road. The second fall-back muster point is in the grounds of St Michael's Church, Poole Road.

Faculty or staff in control of students at the time of the lockdown are responsible for those students at that time. Faculty and staff members are responsible for accounting for students and ensuring that no-one leaves the safe area. When the condition causing the lockdown has been cleared, an “all clear – lockdown is over” announcement will be made through the campus emergency notification system.

Other things you may do, if you can do so safely:

- Assist with the announcement of the lockdown by using your voice.
- Assist with clearing persons from hallways and other exposed areas and direct them to safety.
- Barricade doors and place paper over door windows.

Remember that some of these actions may be risky since you may expose yourself and others to a threat. Do not do these unless you are certain you can do safely.

Preventative safety:

- Always be aware of your surroundings.
- Keep your office or classroom door in the locked position, even if the door is open.
- Know your best escape routes.
- Take the time to review the “Emergency Instructions Guide” located in each classroom and office.

Remember: These are general guidelines. All emergencies are different and may require response changes as events unfold. Information that you receive about the event may be erroneous and constantly changing. Also, remember that you are your best defence. Be prepared before an event occurs. There are also different types of lockdowns. They may be variously known as “secure in place” or “shelter in place.” These types are used to reduce exposure to external chemical leaks, gas leaks or bomb threats.

Partial Lockdown

Partial lockdowns are a precautionary measure that puts the college in a state of readiness (whilst retaining a degree of normality), should the situation escalate. In the event that the situation escalates, it is likely that a Full Lockdown would be triggered.

Under Partial Lockdown conditions, external entrances will be locked, but internal entrances may remain open. No barricading is required under Partial Lockdown conditions.

Partial lockdowns may be triggered in the event of:

- A reported incident / civil disturbance in the local community with the potential to pose a risk to staff and students at the college.
 - A threat received by the college, media, etc.
 - A warning being received regarding the risk of air pollution or other climatic / environmental hazard.
- In the event of air pollution, air vents and windows should be closed (where possible) as an additional precaution. The emergency services will advise as to the best course of action in respect of the prevailing threat.

Signal:

The Lockdown Alarm will not be sounded under Partial Lockdown conditions. However, internal communications to notify staff and students of a Partial Lockdown will be handled **via phone call / in-person notification** to staff at each of the following key entry points, who should ensure that the key entry gates / doors / entry points are locked and monitored:

Where	Phone Extension Number
Reception	223 or 236.
DoS office (Blue building).	227.
Library (Blue building).	231 or 2000.
Activities office (Orange building).	253 or 500.
FE HE office (Purple building).	240 or 213.
Residence Reception (White building).	215.

All key Crisis Management Team members and Fire Marshal staff should have received staff-only training and carried out practice drills so that they can identify the Lockdown signals and know how to proceed.

Immediate action:

- Contact the emergency services if necessary.
- Stop all outside activity and ensure that all staff and students return inside the building(s). This should be manageable including during break times.
- Depending on the circumstances, free movement of staff and students may be permitted within the building(s).
- If it is felt necessary, lock all external doors and monitor external signs.

Once staff and students are all safely inside, the Crisis Management Team or other senior staff will conduct an ongoing and dynamic risk assessment of the situation, based on advice from the emergency services and reports from their colleagues, which should then be communicated to staff and students in an appropriate manner.

Full Lockdown should be seen as an escalation of a partial lockdown and signifies an immediate threat to the college, students and staff. In this situation, the Full Lockdown Alarm should be sounded.

Suspicious items - Guidance for staff

CONFIRM whether or not the item exhibits recognisably suspicious characteristics

The H-O-T protocol (H = Hidden; O = Obviously suspicious; T = Typical) may be used to inform your judgement:

Is it Hidden?

- Has the item been deliberately concealed or is it obviously hidden from view?

Obviously suspicious?

1. Does it have wires, circuit boards, batteries, tape, liquids or putty-like substances visible?
2. Do you think the item poses an immediate threat to life?

Typical? Is the item typical of what you would expect to find in this location?

- Most lost property is found in locations where people congregate. Ask if anyone has left the item

If the item is assessed to be unattended rather than suspicious, examine further before applying lost property procedures

However, if H-O-T leads you to believe the item is suspicious, apply the 4Cs:

Clear the immediate area

- Do not touch it
- Take charge and move people away to a safe distance. Even for a small item such as a briefcase move at least 100m away from the item starting from the centre and moving out.
- Keep yourself and other people out of line of sight of the item. It is a broad rule, but generally if you cannot see the item then you are better protected from it.
- Think about what you can hide behind. Pick something substantial and keep away from glass such as windows and skylights.

Cordon off the area

Communicate - Call 999

Control access to the cordoned area

- Members of the public should not be able to approach the area until it is deemed safe
- Try and keep eyewitnesses on hand so they can tell police what they saw.

Mail handling**Small deliveries by courier and mail handling**

Most businesses will receive a large amount of mail and other deliveries which offers a potentially attractive route into premises for terrorists.

Delivered items which include letters, parcels, packages, and anything delivered by post or courier, have been a commonly used tactic by criminals and terrorists. Delivered items may be explosive, incendiary, contain sharps, blades or chemical, biological or radiological (CBR) material. The phrase 'white powders' is often used in the context of mail and encompasses CBR material as well as benign materials. Be aware that such materials may not be white and may not be powders.

Anyone receiving a suspicious delivery is unlikely to know which type it is, so procedures should cater for every eventuality. Threat items come in a variety of shapes and sizes; a well-made device will look innocuous, but there may be tell-tale signs.

Indicators for suspicious deliveries/mail

General indicators that a delivered item may be of concern include:

- unexpected item, especially if hand delivered.
- a padded envelope (Jiffy Bag) or other bulky package.
- additional inner envelope or other contents, perhaps tightly-taped, that may be difficult to remove.
- labelling or excessive sealing that encourages opening at a particular end or in a particular way.
- oddly shaped or lopsided.
- envelope flap stuck down completely (normally gummed envelope flaps leave slight gaps at edges).
- marked 'To be opened only by...' 'Personal' or 'Confidential'.
- item addressed to the organisation or a title (rather than a specific individual).
- unexpected or unusual origin (postmark and/or return address).
- no return address or return address that cannot be verified.
- poorly or inaccurately addressed address printed unevenly or unusually.
- unfamiliar writing or unusual style.
- unusual postmark or no postmark.
- more stamps than needed for size or weight of package.
- greasy or oily stains emanating from the package.
- noise, smoke or odours emanating from the package.
- an inner envelope which is tightly taped or bound.
- protruding wires.

Explosive or incendiary indicators

A delivered item may have received some rough handling in the post and so is unlikely to detonate through being moved. Any attempt at opening it, may set it off or release the contents. Additional explosive or incendiary indicators include:

- unusually heavy or uneven weight distribution.
- small hole(s) in the envelope or wrapping.

CBR (Chemical, Biological or Radiological) indicators

Additional CBR indicators include:

- powders, liquids emanating from the package.
- wrapping stained by liquid leakage.
- unexpected items or materials found in the package on opening (loose or in a container) such as powdered, crystalline or granular solids; liquids; sticky substances or residues.
- unexpected odours observed on opening.
- sudden onset of illness or irritation of skin, eyes and nose.

Actions upon discovery of any suspicious delivered item:**Avoid unnecessary handling:**

- if you are holding the item, put it down on a cleared flat surface.
- keep it separate so it is easily identifiable.
- do not move it.

Move away immediately

- clear immediate area and each adjacent room, including rooms above and below.
- if there is any suggestion of chemical, biological or radiological materials, move those directly affected to a safe location close to the incident - keep these individuals separate from those not involved.
- prevent others approaching or accessing the cleared areas.
- do not use mobile phones or two-way radios in the cleared area or within fifteen metres of the suspect package.
- communicate immediately with the Director / Principal / Director of Studies and other staff, visitors and the public.

Notify police

- if the item has been opened, or partially opened prior to being deemed suspicious, it is vital that this is communicated to the police.
- ensure informants and witnesses remain available to brief the police, and that the accuracy of their observations is preserved: encourage witnesses immediately to record their observations in writing, and discourage them from discussing the incident or their observations with others prior to the arrival of the police.

If a CBR incident is suspected

- If in doubt call 999 and ask for the police.
- clear the area immediately.
- do not attempt to open the letter or package.
- avoid unnecessary handling.
- keep it separate so it is easily identifiable.

If a suspect package is found, the area around it must be kept clear of people until the package has been made safe by the relevant authorities.

Bomb Threat by Telephone

Most bomb threats are made over the phone and the overwhelming majority are hoaxes, made with the intent of causing alarm and disruption. Any hoax is a crime and, no matter how ridiculous or unconvincing, must be reported to the police.

In the event of a bomb threat, the person who received the threat must complete the form – **‘Actions to be taken on receipt of a bomb threat’** as soon as is safe and practical. This checklist is designed to help staff deal with a telephone threat and to record vital information for the emergency services.

Immediately after the call, phone 999 to report it to the police. If the caller informs you that the bomb is in your building, report it to the Director / Principal / Director of Studies, who will instigate the evacuation procedure.

This should be handled as per the Fire Evacuation procedure – the Director / Principal / Director of Studies – or if these are not available, the person receiving the bomb threat - should sound the (fire) alarm to evacuate the premises via an alarm call point. Staff and students should muster in the usual muster points, unless otherwise directed by the Fire Marshals / Crisis Management Team.

Identify the risk

- Is the school based near a high-profile building or a place where large crowds usually congregate? No.
- How secure are the school grounds from an intruder? Fairly secure: ETC has multiple doors into the college but each is protected with a PIN number access pad. The PIN number is carefully guarded and changed each term. The doors are unlocked when there is a fire threat, so this is one potential problem as a terrorist attack masquerading as a (wrongly-identified) fire threat could result in easy access to the college for any attackers.
- Do you have CCTV that covers the main access points, and are they monitored? Yes, all main entry points and vulnerable areas are covered by CCTV. However, it is not practical or financially viable to monitor these at all times.

It is important to consider:

- Potential injury or worse to pupils and/or staff.
Refer to the “Run, Hide, Tell” Policy (above).
Please also refer to ETC’s evacuation procedures and the First Aid section within the ETC Health and Safety Policy and Procedures. Designated Safeguarding officers, First Aiders and Fire Wardens will respond as per their training in the light of their assessment of the situation.
- Damage to a school's reputation and/or adverse media attention.
The Director and / or Principal will manage this aspect of business continuity.
- Formal investigation by the police or regulatory authorities.
The Director and / or Principal will manage this aspect of business continuity.

If you receive a telephone threat you should:

- stay calm and listen carefully.
- have immediate access to a checklist on key information that should be recorded (see bomb threat checklist below).
- if practical, keep the caller talking and alert a colleague to dial 999.
- if displayed on your phone, note the number of the caller, otherwise, dial 1471 to obtain the number once the call has ended.

- if the threat is a recorded message write down as much detail as possible.
- If the threat is received via text message do not reply to, forward or delete the message. Note the number of the sender and follow police advice.
- contact a member of the Crisis Management Team upon receipt of the threat. They will need to make an assessment of the threat.

If the threat is delivered face-to-face:

- try to remember as many distinguishing characteristics of the threat-maker as possible.

If discovered in a written note, letter or as graffiti:

- treat as police evidence and stop other people touching the item.

If the threat is received via email or social media application:

- do not reply to, forward or delete the message.
- note the sender's email address or username/user ID for social media applications.
- preserve all web log files for your organisation to help the police investigation (as a guide, 7 days prior to the threat message and 48 hours after).

REMEMBER Dial 999 and follow police advice.**Assessing the credibility of bomb threats**

Evaluating the credibility of a threat is a critical task, particularly if the attack being threatened is imminent. This is a tactic used to place additional pressure on decision makers. Police will assess the threat at the earliest opportunity. When specific intelligence is known to Police, advice will be issued accordingly; however, in the absence of detailed information, it will be necessary to consider a number of factors:

- is the threat part of a series? If so, what has happened elsewhere or previously?
- can the location of the claimed bomb(s) be known with precision? If so, is a bomb visible at the location identified?
- considering the hoaxer's desire to influence behaviour, is there any reason to believe their words?
- if the threat is imprecise, could an external evacuation inadvertently move people closer to the hazard?
- is a suspicious device visible?

Actions to consider

Responsibility for the initial decision making remains with Crisis Management Team. Do not delay your decision-making process waiting for the arrival of police. Police will assess the credibility of the threat at the earliest opportunity. All bomb threats should be reported to the Police and their subsequent advice followed accordingly. It is essential that appropriate plans exist, they should be event and location specific. Venue options to manage the risk include:

External evacuation

Leaving the venue will be appropriate when directed by police and/or it is reasonable to assume the threat is credible, and when evacuation will move people towards a safer location – (1). The Connaught Hotel Car Park and / or (2). St Michael's Church.

The Crisis Management Team will advise all classes of an evacuation and open all gates onto West Hill Road and act as Marshalls to assist evacuation to (1). The Connaught Hotel Car Park and / or (2). St Michael's Church.

No one else enters the area once an evacuation has been initiated.

The police will establish cordons depending upon the size of an identified suspect device.

Internal or inwards evacuation ('invacuation')

There are occasions when it is safer to remain inside. Staying in your venue and moving people away from external windows/walls is relevant when it is known that a bomb is not within or immediately adjacent to your building.

If the suspect device is outside your venue, people may be exposed to greater danger if the evacuation route inadvertently takes them past the device. A safer alternative may be the use of internal protected spaces.

If the location of the device threatened is unknown, evacuation represents a credible and justifiable course of action.

Decision not to evacuate or inwardly evacuate

This will be reasonable and proportionate if, after an evaluation by the Crisis Management Team, the threat is deemed implausible (e.g. a deliberate hoax). In such circumstances police may provide additional advice and guidance relating to other risk management options. It may be considered desirable to ask staff familiar with the venue to check their immediate surroundings to identify anything out of place, see search considerations below.

Checking the college for suspicious items - Search considerations

Regular searches of your establishment, proportionate to the risks faced, will enhance a good security culture and reduce the risk of a suspicious item being placed or remaining unnoticed for long periods. Additionally, if you receive a bomb threat and depending upon how credible it is, you may decide to conduct a 'search' for suspicious items. To that end:

- ensure plans are in place to carry out an effective search in response to a bomb threat.
- identify who in your venue will coordinate and take responsibility for conducting searches.
- divide your venue into areas of a manageable size for 1 or 2 searchers. Ideally staff should follow a search plan and search in pairs to ensure nothing is missed.
- ensure those conducting searches are familiar with their areas of responsibility. Those who regularly work in an area are best placed to spot unusual or suspicious items.
- focus on areas that are open to the public; enclosed areas (e.g. cloakrooms, stairs, corridors, etc.) evacuation routes and assembly points, car parks, other external areas.
- develop appropriate techniques for staff to be able to routinely search public areas without alarming any visitors or customers present.
- under no circumstances should any suspicious item be touched or moved in any way. Immediately start evacuation and dial 999.
- ensure all visitors know who to report a suspicious item to and have the confidence to report suspicious behaviour.

Remember: it is vital that regular drills are carried out to ensure all are familiar with bomb threat procedures, routes and rendezvous points. Disabled staff should have personal evacuation plans and be individually briefed on their evacuation procedures. Similarly, all visitors should be briefed on evacuation procedures and quickly identified and assisted in the event of a threat.

Familiarising through testing and exercising will increase the likelihood of an effective response to an evacuation and aid the decision-making process when not to evacuate/invacuate.

Communications

Communicate with college stakeholders

Take care with how you communicate with stakeholders and consider what content you provide in the content on the risk of terrorism, assessment of that risk, tests of emergency procedures and the management of any incident. The plan is likely to depend on the school and its location, of course, plus the age and ethnic origin of its pupils, and on parental views. We have also agreed to make contact with the Senior Leadership Team at our neighbouring Primary School, St Michael's in the event of any major incident, including lockdown.

The Crisis Management Lead will contact the Senior Leadership Team in order to pass on any significant concerns.

Managing the incident as it happens

ETC has designated a core team to manage and respond to an incident. This team consists of the same staff members as per emergency evacuation for fire, etc.

Key decision-makers must be available to deal with the immediate needs and staff should be clear about who is responsible for doing what.

ETC should issue regular briefings about what the plan is and make regular tests of its procedures.

Staff who are on the scene of an incident first should seek advice from the emergency services as appropriate. They should then pass this on to designated staff in accordance with the school's policy and procedures.

Communication is key: news from pupils and staff (usually via social media) can result in rumour and speculation, which promotes unnecessary alarm. Staff and pupils should be instructed not to use their mobile phones or email, other than when asked to.

Communications to pupils, parents, staff and the wider school community, as well as media enquiries, should be managed by a designated individual: this will normally be the Director, Principal or Director of Studies.

Primary communications can be handled remotely via external login to ETC's cloud-based data management and emailing system.

ETC will also use its other communication resources to put out the word about any major incident – including its automated emailing systems (to homestay hosts and staff) and social media accounts (such as Facebook, Twitter and Instagram).

The ETC emergency phone (07966 380973) should continue to be manned and will act as the conduit for centralising emergency responses. For this reason, no non-urgent calls should be directed through this channel.

The Media

Avoid revealing details about specific incidents to the media or through social media without prior consultation with Police. Do not provide details of the threat, the decision-making process relating to evacuation (internal or external) or why a decision not to evacuate was taken.

Releasing details of the circumstances may:

- be an objective of the hoaxer and provide them with a perceived credibility.
- cause unnecessary alarm to others.
- be used by those planning to target other venues.
- elicit copycat incidents.
- adversely affect the subsequent police investigation.

Business Continuity

Once we have responded to the immediate priorities, we should consider medium to longer term strategies to deal with the subsequent consequences for the college, its students, staff and the wider community, particularly if the threat proved to be real. This may require a business continuity strategy allied to an emergency media / PR response.

Ongoing business resilience should be assured by means of carefully-considered HR and operational strategies – perhaps ensuring that alternative premises (and potentially staffing) - with D1 planning permission / rental of facilities. ETC has entered into a reciprocal agreement with Anglo Continental School of English, to provide this type of resourcing to each other).

General Security Considerations

All staff should be clearly identifiable as such, either by means of staff lanyards and ID passes or by wearing restricted use livery (eg. For activities organisers, café staff, residence staff, cleaners, maintenance staff – where it may be impractical / unsafe to wear a staff lanyard).

Visitors, such as external group leaders and agents, should also be issued with an appropriate lanyard at Reception. Temporary visitors should sign in at Reception.

Following any evacuation, there should be a roll call to account for all people who were on site when the alarm was sounded – including staff, students and visitors.

The Key Pad entry code should be changed (daytime change) each term and all authorised people issued with the new code.

Staff should aim to ensure that strangers / unauthorised people cannot access the college. Staff and students should not allow such people to follow them through the door / gate into the college.

Intruders should be reported at once to Reception / the Director / the Principal / the Director of Studies.

Staff should remain vigilant – especially at breaktimes, when a large number of people often congregate in the café, in front of the college and on the patio at the rear of the college.

The first response to an actual attack should be to follow the procedure shown above. In addition to the 999 Emergency services, it may also be appropriate to activate the college First Aid staff – if this can be done safely.

Following any major incident and provision of immediate responses, it may be appropriate to arrange medical treatment and counselling for any people involved in the incident.

The key points in this Policy and Procedures document should be conveyed to staff at their induction.

Where an evacuation is called while Public Examinations are taking place

Immediate action:

- Evacuate the examination room in line with instructions given by the appropriate authority / exam board.
- Make sure that candidates are supervised as closely as possible while they are out of the exam room to make sure that there is no discussion of the exam / potential to cheat.

- Make a note of the time of the interruption and how long it lasted.
- Make a full report of the incident and the action taken and send this to the relevant awarding body.

Sources – assessing the risk

The information used to create this procedure was taken from various sources, including the government website: www.gov.uk/government/publications/developing-dynamic-lockdown-procedures and it is supported with guidance provided by the National Police Chiefs Council (NPCC).

Further information can be found at the National Counter Terrorism Security Office under Guidance: Recognising the Terrorist Threat. <https://www.gov.uk/government/publications/recognising-the-terroristthreat/recognising-the-terrorist-threat#bomb-threat-guidance>

MI5 reviews the current terrorist risk in the UK and publishes the national threat level. It currently stands at "Severe", though this is subject to constant re-evaluation. To monitor the latest threat level, visit: <https://www.mi5.gov.uk/threat-levels>.

MI5 also provides general guidance on the relative risk at your locality, with the advice that: "Terrorists often try to attack official personnel and property, such as diplomatic missions and military forces... (They) target the police and military as they are easily associated with the state, and their public-facing nature makes them fairly accessible for low sophistication attacks. These could include locations where crowds gather such as social and retail venues, tourist sites and transport networks (rail, road and airports)." Do any of these apply to the locality of your school?

But probably the most useful resource for local risk can be found in the counter-terrorism local profile (CTLP), which can help you identify the specific, relative threat in each area. The CTLP is used by the police and others to understand a perceived threat and prepare for the associated vulnerability. They can provide recommendations to address any such risk. More information can be found here: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118203/counter-terrorism-local-profiles.pdf.

Other useful sources include:

- The school's existing Prevent risk assessment applies here and should be updated accordingly.
- The National Counter Terrorism Security Office provides useful guidance too: <https://www.gov.uk/government/publications/recognising-the-terrorist-threat/recognising-the-terrorist-threat>.

The New Crowded Places Guidance: <https://www.gov.uk/government/publications/crowded-places-guidance>.

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