



RUGBY SCHOOL THAILAND



Critical Incident Management Policy

THE WHOLE PERSON THE WHOLE POINT

The health, safety and well-being of young people are of paramount importance to all the adults who work at Rugby School Thailand. Children have the right to protection, regardless of age, gender, race, culture, sexual orientation, or disability. They have a right to be safe in our school. Members of staff in the school have a legal and moral obligation to safeguard and promote the welfare of the students, taking all reasonable steps to protect them from harm whether from physical injury, abuse, neglect, emotional harm or from anything that interferes with their general development.

Version Control

Policy number: RST_010	Version number: 1	Effective Date: 01/11/2021
Responsible: COO	Reviewed by: COO	Date last reviewed: August 2025
Approved by Sub-Committee:	Approval Date: November 2021	Date of next review: August 2026

This policy relates to:	Fire Safety Protocol Lockdown Protocol Earthquake Evaluation Protocol
Responsible Department(s):	
Other standards:	
Legislation or other requirements:	

Review process

Policy review frequency: Annually or as required	Responsibility for review:
Review process: <ol style="list-style-type: none"> I. COO to conduct policy review. II. Modification will be made where appropriate. III. Submit for review and approval by the School Leadership Team. 	
Documentation and communication: Document decision changes will be written in as addition and approved via SLT. There will be an update on the Version Number of the Document.	

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1. INTRODUCTION

Definition of a Critical Incident

- 1.1. A critical incident is any event which presents a serious threat to the health or well-being of students and staff or the continued efficient operation of the School.
- 1.2. A Minor Critical Incident refers to an incident that occurs without any associated severity or harm. These incidents can typically be addressed by the individual or team who discovers them, using available resources and within their level of authority.
- 1.3. A Major Critical Incident refers to any incident that occurs and has a severity level of Level 1 or higher. These incidents must be managed under the Critical Incident Management Team (CIMT) due to their potential to cause significant harm to individuals, property, or operations.
- 1.4. Definitions of Incident Severity Levels
 - 1.4.1. Incident level 1 : Low Severity refers to minor incidents with limited impact, including:
 - Injuries that require only basic first aid, with no hospitalization, or
 - Damage to property or other resources valued at 50,000 THB or less
 - 1.4.2. Incident level 2 :Moderate Severity refers to incidents causing noticeable harm, including:
 - Injuries that require hospitalization but do not require time off for recovery, or
 - Damage to property or other resources valued between 50,000 and 100,000 THB
 - 1.4.3. Incident level 3 : High Severity refers to incidents involving significant physical or psychological harm, including:
 - Injuries that require hospitalization and medical leave of exceed 3 days, or
 - Damage to property or other resources with a value exceeding 100,000 THB
- 1.5. A critical incident is included with the events such as fire, lockdown and earthquakes that occur on the school premises. For more detailed procedures refer to the individual protocols.
 - 1.5.1. Fire Safety Protocol: In the event of fire or explosion, involving smoke, flames, or explosions. Requires immediate evacuation following fire safety procedures.
 - 1.5.2. Lockdown Protocol: Practised in response to threats on or near campus. Staff and students must stay indoors, lock doors, and remain quiet.
 - 1.5.3. Earthquake Evacuation Protocol: When an earthquake occurs and the ground starts shaking due to seismic activity. Follow detail in this protocol and evacuate if needed.

Aim of this Document

- 1.6. The aim of this document is to outline the policy and procedures to ensure the School's staff are best prepared to deal with any critical incident occurring at or near Rugby School Thailand (as well as further afield that may impact RST students)
- 1.7. To establish procedures and provide guidance for all staff and students in preparing for, responding to, and recovering from emergencies, with the following key priorities:
 - To minimize or eliminate risks or impacts to individuals
 - To ensure the School operates in a lawful manner
 - To support effective recovery
 - To communicate with all involved parties and the media in a professional and compassionate manner

Access to this Document

- 1.8. All staff can access this document on the school website under the 'Policies' section. It is also available on the school intranet Touchline system.

Staff Behaviour

- 1.9. When following this Policy and these procedures all staff are expected to display Calmness, Concern, Commitment and Control

Safety

- 1.10. It is the responsibility of all staff to follow the provisions of the School's Health & Safety Policies. This document recognises that the unexpected can still happen and provides guidance on actions to be taken in the management of a critical incident.

Training

- 1.11. These procedures will be exercised twice a year. All staff, including new hires, are provided with a policy orientation and training during the INSET Day held at the start of each academic year. A record of the training will be kept with Human Resources per Appendix 1

2. IN THE EVENT OF AN INCIDENT

Reporting an incident

- 2.1. The Principal, or in his absence a designated deputy and the COO or his deputy, if he is absent, must be informed immediately of any critical incident.

Declaring an Incident

- 2.2. A critical incident can be declared at any time by the Principal or COO (or their nominated deputies.)

Incident Management

- 2.3. The Principal or COO (or nominated deputy) will take overall responsibility for coordinating the School's response to any declared incident.
- 2.4. He / she will assemble the Critical Incident Management Team (CIMT) in the designated Incident Management Room and activate the Critical Incident Plan.

Action in event of a life-threatening critical incident

- 2.5. Where there is a life-threatening situation staff should follow the [EMERGENCY EVACUATION PROCEDURE](#) detailed in Section 6.

Contacting the emergency services

- 2.6. School staff should feel free to contact the police or other appropriate emergency services directly in an emergency by calling. However, staff must advise the Principal, COO or their nominated deputy that the emergency services have been contacted.

3. DECLARING AND MANAGING A MINOR CRITICAL INCIDENT

Minor critical incidents are situations that may not cause immediate harm or significant damage but still demand prompt attention to prevent them from escalating.

These incidents are generally classified into two categories:

- 3.1 Self-Manageable Risks – incidents that can be safely addressed by the individual or team who identifies them (e.g., cleaning a small spill, removing an obstruction, or reporting a minor hazard).
- 3.2 Risks Requiring Operational Support are situations that exceed what individuals can safely manage and require intervention from trained personnel. Examples include encountering wild animals, burst or leaking water pipes, or hazardous conditions such as deep potholes or structural damage. In such cases, please refer to the Emergency Contact List provided on the school intranet Touchline system and contact the appropriate support team immediately.

4. DECLARING AND MANAGING A MAJOR CRITICAL INCIDENT

A Major Critical Incident refers to any incident that occurs and has a severity level of Level 1 or higher. These incidents must be managed under the Critical Incident Management Team (CIMT) protocol, due to their potential to cause significant harm to individuals, property, or operations.

The Principal or COO (or their nominated deputy) will have set up incident management areas.

The locations for major incident management areas within the School will be: Main Boardroom in the RST Administrative building.

Leadership – Person in Charge (PIC)

- 4.1. In the event of a critical incident occurring the Principal or COO (during School holiday periods) will be the Person in Charge unless a deputy is nominated for this role. The Person in Charge, will first of all ensure that the relevant emergency services have been called.
- 4.2. He/She should free himself from all routine responsibilities and remain, for most of the time, in order to ensure effective control and communication.

The Person in Charge's responsibilities

- assembling the Critical Incident Management Team (CIMT) and establishing priorities;
- delegating responsibilities to the CIMT;
- briefing the Governors / owners and consulting the School's lawyers.

Role and responsibilities of Critical Incident Management Team (CIMT)

	Role	Responsibility
Person in Charge (PIC)	Principal; COO; Nominated Deputy	Establish priorities; delegate responsibility to CIMT members; briefing governors
Operational Leader	COO; Deputy Hd; Deputy Hd (Pastoral); COO; HODs	Free the Person in Charge to think strategically and deal with key people, act for Person in Charge if called away
Incident Investigator	SLT Member	Obtain and collate all relevant information about the incident
Critical Incident team board writer/ Administration Coordinator	SLT member	Maintain a record of communications, decisions and actions, with times on a flipchart so all members of the team are aware of the state of play
Parent liaison	Principal; Deputy Hd; Deputy Hd (Pastoral)	Talk with parents and alleviate fears or concerns regarding the incident
Welfare	Deputy Hd; Deputy Hd (Pastoral); Head of HR;	Welfare of staff and students, link to hospital
Communication Lead	Deputy Hd; Deputy Hd (Pastoral); Director Mktg & Comms; COO; Director IT Tech Services	Monitor media interest, help prepare briefing notes, control electronic communications: Website, Portal, Emails (iSAMs), Touchline
Security/safety	Deputy Hd (Pastoral) ; Security & Safety Officer	Ensure area is secure and all staff/students are safe
Legal, insurance, finance	COO; CFO	Liaise with external agencies and preserve evidence of proceedings

5. EMERGENCY EVACUATION PROCEDURE

Fire Evacuation

- 5.1. Evacuation of School premises for fire safety reasons is dealt with thoroughly in the School's 'Fire Safety Protocol' as produced by the Schools' Health and Safety Officer. This evacuation is practised regularly and should be familiar to all those working on the site.

Non-Fire Evacuation out of buildings

- 5.2. If an incident, which is not a fire, requires occupants of a building to assemble quickly in order for information to be passed on, and assembling outside is not dangerous, the fire alarm should be used to muster staff and students. Information may then be shared and appropriate action taken.

Earthquake Evacuation

- 5.3 Earthquake Evacuation Protocol: When an earthquake occurs and the ground starts shaking

due to seismic activity. Follow detail in this protocol and evacuate if needed.

Evacuation at special events

- 5.4 It may be necessary to implement different emergency evacuation procedures at various special events. These procedures will be communicated to those involved in advance of the event.

Sheltering inside building - Lockdown

- 5.5 Refer to the Lockdown Protocol for more detailed procedures.
- 5.6 During a lockdown RST Security staff will secure the entry gates to ensure no one can enter or leave the site.
- 5.7 The Local Police Force will be informed immediately that a lockdown situation has occurred at RST, via the Control Room.

6. COMMUNICATION

Minor Critical Incidents Communications

- 6.1 please refer to the Emergency Contact List provided on the school intranet Touchline system. All staff members involved in a minor incident at school are encouraged to contact the appropriate number listed, based on the nature of the incident.

Major Critical Incidents Communications

- 6.2 In all forms of communications with all audiences the team member must always try to demonstrate Concern, Commitment and Control

Methods of Communication

- 6.3 The following primary methods of communication will be used to alert staff and students to an incident taking place: Broadcast email (initiated by IT Technical Services) / Touchline/ Text Message / School P.A. system

Communication Protocol During a Critical Incident Management Team(CIMT)

- 6.4 Objective : To ensure timely, accurate, and consistent communication during a Critical Incident Management Team(CIMT), both internally and externally, while safeguarding the safety, reputation, and operational continuity of the organization.
- 6.5 Roles and Responsibilities
- 6.5.1 Critical Incident Management Team(CIMT) Communication Lead / Chief Operating Officer (COO): Responsible for drafting, reviewing, and disseminating all external communications. Acts as the primary liaison with the media and public.
- 6.5.2 Principal / Head of School / Organization Leader: Approves final messages and may issue official public statements.
- 6.5.3 Designated Spokesperson: Authorized and trained to communicate with external stakeholders (e.g., media, parents, authorities). Only this individual may speak on

- behalf of the school/organization during a Critical Incident Management Team(CIMT).
- 6.5.4 Critical Incident Management Team(CIMT) Management Team (CMT): Collaborates to verify information and ensure consistent messaging across internal and external audiences.
- 6.6 Internal Communication Protocol
 - 6.6.1 All staff will be informed of the incident via internal communication channels (e.g., internal email, or staff messaging app).
 - 6.6.2 Staff must refer to Touchline for internal emergency contact numbers specific to the type of incident.
 - 6.6.3 Staff must not share unverified information or comment externally regarding the Critical Incident Management Team(CIMT).
 - 6.7 External Communication Protocol
 - 6.7.1 Communication with external parties (e.g., parents, media, authorities) will be managed solely by the Critical Incident Management Team(CIMT) Communication Lead or the appointed spokesperson.
 - 6.7.2 A holding statement will be released within the first hour of a confirmed incident, followed by updates as more information becomes available.
 - 6.7.3 Approved communication channels include: Official school/organization website, Email or Official social media accounts (if applicable)
 - 6.8 Communication Guidelines
 - 6.8.1 Timely: Issued as soon as key facts are verified
 - 6.8.2 Accurate: Based on confirmed information only
 - 6.8.3 Consistent: Reviewed by the Critical Incident Management Team(CIMT) Management Team before release
 - 6.8.4 Empathetic: Respectful and sensitive to those affected
 - 6.8.5 Compliant: Follows legal, privacy, and regulatory standards
 - 6.9 Communication with Authorities
 - 6.9.1 The Critical Incident Management Team(CIMT) Management Team will coordinate with emergency services and local authorities as required.
 - 6.9.2 Information shared with authorities will be accurate, timely, and coordinated to ensure alignment with official investigations or emergency responses.
 - 6.10 Media Interaction
 - 6.10.1 All media inquiries must be directed to the designated spokesperson or Critical Incident Management Team(CIMT) Communication Lead.
 - 6.10.2 Staff are not permitted to speak to the media or post information about the Critical Incident Management Team(CIMT) on personal social media accounts.
 - 6.11 Post-Incident Communication
 - 6.11.1 A summary statement will be prepared once the Critical Incident Management Team(CIMT) is resolved, outlining the response and any necessary follow-up actions.
 - 6.11.2 A communication debrief will be conducted with stakeholders to identify areas for improvement.

Dealing with the Emergency services

- 6.12 The COO will ensure that a member of staff meets the emergency services. Once they have arrived, it should be borne in mind that ultimately the police can take control; in practice, there is likely to be a partnership.

Briefing staff and students

- 6.13 For all incidents it will need to be decided which students are to be briefed on the incident and by whom. During term time, briefings will be carried out by members of the Senior Leadership Team (SLT), with the Principal personally briefing particular groups of students or particular years as appropriate. However, it is probable that the most appropriate place for students to receive information would be in the classroom from their tutor team.
- 6.14 The first briefing will be given on the day of the incident where possible to quash any rumours or untruths. Where briefings of students take place concerning traumatic incidents, staff will be provided with written briefing notes. When an incident occurs in the holidays, consideration will be given to informing staff (including O&S staff) by email before their return. Those O&S staff on site during the holidays will be briefed before the end of the holidays to ensure they are aware of the incident before other colleagues who have been advised of the incident return.
- 6.15 Briefings of students and staff may contain the following elements:
- factual account of the problem
 - details of any arrangements necessary as a result of the problem
 - details of help that is available
 - information on coping with the press.
- 6.16 students should be advised not to talk to the press or on social media, unless arrangements have been made for them to do so by a member of the SLT.
- 6.17 Subsequently briefings may be undertaken on a daily basis on being told what, if anything, is to be communicated to students in the way of further briefing. Consideration will be given to provide staff with written briefing notes. Subsequent briefings might advise staff and students of sources of available help, e.g. counselling.

Providing a statement for all staff (Teaching & O&S)

- 6.18 A formal statement will be prepared by the Principal or COO. The information in this statement is unlikely to remain confidential and will give necessary facts, an expression of sympathy/concern and details of changes to School procedures, if any. A schedule for updating of information will be arranged; it is quite likely that this will be done via the Intranet and/or email. Staff will be cautioned about talking to the media or responding to questions from the media.

Statement for parents

- 6.19 A formal statement will be prepared by the Principal or COO. The information in this statement is unlikely to remain confidential and will give necessary facts, an expression of sympathy/concern and details of changes to School procedures if any. It could be by letter, leaflet or parental meeting and can be immediately placed on the Parent Portal or sent via email and as a push notification on the schoolzine application. This information is likely to be accessible to the media.

Statement for students

- 6.20 This will be done via Form Tutors with particular care taken to protect and support both children close to someone involved with the incident and staff unable to handle the emotions or distress confidently. Parents will receive a written copy of this statement given to the students.

Holiday Courses – Statements for Parents and Students

- 6.21 The RST Director of Outdoor Education will liaise with the COO or nominated deputy and the course organisers to ensure that the parents of course students are informed and kept informed of the progress of any incident adversely involving course students.

Sources of help

- 6.22 Staff, students and parents may need help in coping with problems. Consideration will be given to using the School Counsellor.

Casualties

- 6.23 Where there are casualties on the campus the Health Centre or the School database (iSAMS) will provide an up-to-date list of disabilities and medical problems. The list might be copied for the ambulance incident manager.
- 6.24 In emergency medical situations, consent for treatment should be obtained in advance from the parent or guardian in written form before the student begins school. The consent details, including its scope, should be recorded and stored in the iSAMS.
- 6.25 If parents cannot be contacted quickly, members of the senior staff team may need to give medical consent in loco parentis. Permission for blood transfusions should not be given to those whose parents have refused permission for such to be given.

Casualties – Informing families

- 6.26 Contact will be done quickly and sensitively, controlled by the central coordinator – Deputy Head (Pastoral) or nominated deputy. If a parent cannot be contacted by telephone it may be necessary to use another parent or guardian to relay information. Any message should relay known information and assurances of appropriate action being taken. Ensure appropriate liaison with senior Police Officer on the scene to coordinate the passing of this information to parents.

- 6.27 If parents arrive at the School, it will need to be decided whether students can be allowed home. students affected in some way by the incident should be accompanied home.

After the incident

- 6.28 Consideration will be given to setting up meetings of students and parents seriously affected by traumatic incidents to talk things through and to help one another. The SLT will decide who is to lead such a group. Leaders and groups will need to be assisted by educational psychologists.
- 6.29 Consideration will be given to having staff visit the homes of students seriously affected by the incident. This will normally be a tutor or Head of Pastoral care but each visit must be sanctioned by the Principal.
- 6.30 Decisions should be made on whether the incident is to be discussed in School in a controlled way. If it is, it will be decided how this is to take place. Advice may be sought from an educational psychologist on setting up discussions.
- 6.31 Ideas for handling reactions of students, staff and parents may include:
- Informing all staff and giving guidance on how to support and talk to children.
 - Outlining measures within the School to provide further help for distressed children.
 - Providing information to families on the kinds of help and support available to them and their children.
 - Resisting expectations of immediate counselling.
 - Structuring debriefing for children and staff involved.
 - Providing opportunities for those involved to discuss in private.
 - Attempting to ensure continuity and normality but encourage students to talk about their feelings and be prepared to listen.
 - Recognition of formal and informal rituals:
 - arrangements to express sympathy to the families directly affected by the incident
 - injured children can be visited in hospital
 - encourage children to send cards and letters (social media contact)
 - plan to attend the funeral, if welcome. Consider School closure, School flag at half mast in line with appropriate religious courtesies
 - discuss desirability of holding special assemblies and memorial services
 - plan anniversaries
- 6.32 Close contact with parents should be maintained to ensure their wishes are always taken into account.
- Where deaths have occurred, the Principal will consider the lessons and activities being adjusted on the day of funerals as a mark of respect. Consideration will be given to one member of the SLT being present at each funeral to represent the School. School flag to be flown at half mast. Decisions will be taken as to whether staff and students are to be given time off School to attend funerals, and if so who.

- Floral tributes or donations to charities will be considered.

7. RECOVERY PLAN

After the incident

- 7.1 Consideration will be given to setting up meetings of students and parents seriously affected by traumatic incidents to talk things through and to help one another. The SLT will decide who is to lead such a group. Leaders and groups will need to be assisted by educational psychologists.
- 7.2 Consideration will be given to having staff visit the homes of students seriously affected by the incident. This will normally be a tutor or Head of Pastoral care but each visit must be sanctioned by the Principal.
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 - Floral tributes or donations to charities will be considered.

8. REVIEW AND UPDATE

- This protocol will be reviewed periodically and may be updated as necessary.
- Any changes to the protocol will be communicated to all staff and the school community.