

**POLICY: CRISIS MANAGEMENT**

**In consultation with Civil Defence**

**AIM:** To ensure procedures are in place so staff can function effectively in a crisis.  
To provide support for staff, students and families affected by the crisis.

**PROCEDURES:**

1. The school will provide a Crisis Management Plan (CMP).
2. The CMP will be implemented at times of crisis. The crisis may involve death e.g. suicide, accident, misadventure, or illness, other crisis situations like fire or other situations which may impact on the emotional wellbeing of the school (see Emergency Policy).
3. The CMP will reflect cultural sensitivity on handling death and dying as it affects the school community.
4. The CMP will be flexible enough to respond to a wide variety of crisis situations.
5. The CMP will establish a Crisis Management Team (CMT), which can be functional immediately a recognised crisis occurs.
6. The CMP will identify helping professionals and community figures from outside the school who will be called in to help as required.
7. The CMP will be reviewed annually by the Principal and delegated member of the Board of Trustees.
8. The CMT will consist of a combination of personnel depending on the crisis situation but will always include the Principal (or his delegate) and a BOT member.

**The Crisis Management Team will maintain a careful and clear paper trail of incident reports and follow up action.**

**CONCLUSION:**

Rotorua Lakes High School Board of Trustees recognises the key role the school site and premises could assume in the event of an emergency. We need to be mindful of the unexpected nature of emergencies and our response needs to be immediate but measured so that it helps resolve rather than adds to the trauma or issues to be dealt with.

**REVIEW:** This policy will be reviewed annually according to the Board of Trustees' Programme of self-review (MAY 2019)

**DATE CONFIRMED:** 24 MAY 2016

**CRISIS MANAGEMENT PLAN**

1. Principal or Acting Principal will identify if the Crisis Management Plan (CMP) is to be implemented. (This will not preclude any staff member from implementing the CMP in the event that senior management is not present or unavailable).
2. The crisis management team meets as soon as possible. The team will consist of any combination of either Principal, Deputy Principals, Board members, School Counsellor, assigned management team/teachers.
3. Establish whether a reliever is required for the Crisis Management Team (CMT).
4. Consider who else needs to be on the CMT eg. Minister and/or Kaumatua, Principal, Deputy Principals, BOT Chair/delegate, School Counsellor.
5. A member of the CMT will be delegated with the responsibility to liaise with staff/the media, family/families consultation.
  - **Assign one spokesperson (under normal circumstances this would be the Chairperson or their delegate) to answer media and police enquiries if necessary. Any requests for information should be directed through this person. Inform staff of this.**
  - **Brief staff immediately**
6. Designate a Safe Room (eg Auditorium, school gym) for students to go to and ensure their safety. Collate the information known about the crisis eg who, when, where, what. Determine who needs to know: staff, Board Trustees, Parents, Other, Schools, Police, Ministry of Education, Ministry of Health, Group Special Education, Principal or designated Crisis Management member to contact.
 

**Group Special Education (GSE) Traumatic Incident Contact,  
GSE Rotorua – Arthur Manarangi – 343 1365 or 348 5145  
Board of Trustees Chairperson (Chairperson to contact Board members)  
Health Line 0800 611 116**
7. Make a list of those students who are thought to be “at risk” of depression or – emotional difficulties.
8. At the first staff briefing, teachers will be provided with an update of the situation with accurate information to give to students, signs to watch out for among students and what to do with a distressed student by the CMT staff liaison person. GSE/Counsellor may be the best team to help with this.
9. In case of death, consultation with the family – determine the school’s involvement eg. funeral arrangements, flowers, service, dress, cultural awareness.
10. Identify community people who may be of assistance if appropriate.

11. Communicate with the school community as appropriate.
  - **Decide how they should be told, individually/small groups etc**
  - **Decide when the first contact will be made with the family and by whom**
  - **Decide if letters need to be sent home**
  - **Decide if phone tree contact to be initiated**
  
12. Plan procedures for the first day and first week. Maintain normal school routines if possible.

**If the crisis includes the death of a student or staff member these procedures will be followed:**

1. GSE traumatic Incident Team will be contacted - **Arthur Manarangi – 343 1365 or 348 5145.**
  
2. Written factual information will be provided for staff to use when telling students what has happened. All staff, including support staff will be informed. Parents and members of the Board of Trustees will be informed by either a phone call or in writing. The Chairperson of the Board of Trustees needs to be informed as early as possible.
  
3. Close friends of the person who died will be identified and given support. When close friends are students, their parents will be contacted. Referrals to appropriate outside agencies will be made if necessary.
  
4. No single staff member or small group of staff will be left with the full responsibility for managing the aftermath. Sufficient resources, including appropriate professional assistance, will be organised by the CMT.

**CRISIS MANAGEMENT PLANNING: Task Checklist****Immediate to within first 24 hours**

- Gather information – verify that the information is correct.
- Decide on the level of response.
- Decide if outside agencies need to be contacted.
- Call together the Crisis Management Team.
- Arrange relief teaching.
- Find out the facts from the police and when the school can release these. Enact the CMP including phone tree if needed.
- Decide when contact will be made with families of victim(s). Arrange two people to visit as soon as possible if appropriate.
- Prepare (ie script) or adapt information release for groups in the school community and media. Inform Staff. Identify who will inform media.
- Decide on means of information transfer to students.
- Ensure stressed staff are buddied and decide on support to be given to them.
- Give staff guidelines on the role they can play with students.
- Limit outgoing calls.
- How will the school handle enquiries? Who will do this?
- Prepare a statement for the receptionist to use for incoming calls.
- Start keeping a written record of events and decide who will do this.
- Establish a support room within the school and ensure it is staffed at all times.
- Identify siblings in this school or other schools and decide on support needed.
- Ensure students' safety and decide on management of risk for students.
- Decide if other schools need to be informed.
- Decide if parental permission is required for information release.
- Decide what information needs to go to other parents. Organise for school personnel to have support.
- Decide if arrangements need to be made for parents who call at school.
- Decide who will attend to victim's personal belongings.

- Decide who will attend the funeral. How will this be managed? (permission notes from caregivers, transport etc) Remember that there may be deaths subsequent to the initial fatalities. Consider formal debriefing for the most critically involved school personnel.
- Decide what follow-up is planned for the next day.
- Arrange that the Crisis Management Team meet at the beginning and end of the day for the next few days for self-review of the initial steps taken.
- Make times for the Crisis Management Team to maintain regular contact/meetings after this time.

**Management Procedures**

1. The crisis management plan will provide procedures.
  - i. Copies of the CMP will be kept in the Policy folders.
2. The Principal or Acting Principal will make the decision to implement the CMP. (A staff member may implement the CMP in the event that senior management is unavailable).
3. The staff will be informed of cultural perspectives and given culturally appropriate information to assist them in dealing with trauma situations.
4. The Crisis Management Team (CMT) will be responsible for co-ordination and communication, providing an action plan for teachers and working with students.
5. The CMT will implement the specific aspects of the plan that are appropriate.

**SCHOOL CLOSURE:**

In the case of "Crisis" situations such as flood, fire, earthquake or a natural disaster, the decision to close the school will be made between the Principal and BOT Chairperson. Should one of these people not be available the Deputy Principals will have input into the decision.

The Ministry of Education need to be advised as soon as possible and an application under section 65E 2) of the 1990 Education Amendment Act will be made for a reduction in the number of half days the school must open for that year.

In all circumstances of school closure every attempt will be made to notify parents/guardians via local media.

**Medium Term:**

- Decide what follow-up is planned for the next week.
- Continue to monitor reactions within the school community and provide support.
- Return the school as far as possible to regular routines.
- Update staff and students with new information and decide how this will be done.
- Keep parents informed.

- Consider preparation of school community for funeral and burial arrangements or other public follow-ups.
- Maintain contact and support to families of victims, and to their close friends and their families.
- Monitor those in caregiver/helping roles.
- Arrange relief teachers.

**Long Term:**

- Organise debriefing/counselling for the critically involved school personnel. Consider individual, team and organisational debriefing.
- Organise follow-up/counselling for the most affected/at risk students once things quieten down.
- A coroner's inquest may take place some considerable time after the event. Students and staff may need time/education/training to understand the process. The inquest may cause some reliving of the events with consequent renewed distress. What support is required?
- Establish when the Crisis Management Team will reconvene to review the response made and make any necessary amendments to the Crisis Management Plan.
- Continue liaison with outside agencies. If liability is an issue, be prepared for legal proceedings. Maintain a careful and clear paper trail of incident reports and follow up actions.
- Remember that those who have had special roles to play, eg Crisis Management Team, the secretary dealing with all telephone enquiries also need attention to their wellbeing. It may also be helpful to privately or publicly acknowledge those who have taken on a task outside their normal responsibilities.
- Support is planned for those who have been involved. This may be from an outside team.

**CRISIS MANAGEMENT PLANNING  
Task Check List 1 Immediate to within first 24 hours**

| <b>Immediate Tasks</b>  | <b>Actioned<br/>Signed - Dated</b> | <b>Not Necessary<br/>Signed - Dated</b> |
|---|------------------------------------|---|
| • Gather information – verify that the information is correct.  |                                    |   |
| • Decide on the level of response.  |                                    |   |
| • Decide if outside agencies need to be contacted.  |                                    |   |
| • Call together the Crisis Management Team.   |                                    |   |
| • Arrange relief teaching.  |                                    |   |
| • Find out the facts from the police and when the school can release these. Enact the CMP including phone tree if needed.   |                                    |   |
| • Decide when contact will be made with families of victim(s). Arrange two people to visit as soon as possible if appropriate.  |                                    |   |
| • Prepare (ie script) or adapt information release for groups in the school community and media. Inform Staff. Identify who will inform media.  |                                    |   |
| • Decide on means of information transfer to students.  |                                    |   |
| • Ensure stressed staff are buddied and decide on support to be given to them.  |                                    |   |
| • Give staff guidelines on the role they can play with students.  |                                    |   |
| • Limit outgoing calls.   |                                    |   |
| • How will the school handle enquiries? Who will do this?   |                                    |   |
| • Prepare a statement for the receptionist to use for incoming calls.   |                                    |   |
| • Start keeping a written record of events and decide who will do this.   |                                    |   |
| • Establish a support room within the school and ensure it is staffed at all times.   |                                    |   |
| • Identify siblings in this school or other schools and decide on support needed.   |                                    |   |
| • Ensure students’ safety and decide on management of risk for students.  |                                    |   |
| • Decide if other schools need to be informed.  |                                    |   |
| • Decide if parental permission is required for information release.  |                                    |   |
| • Decide what information needs to go to other parents. Organise for school personnel to have support.  |                                    |   |
| • Decide if arrangements need to be made for parents who call at school.  |                                    |   |
| • Decide who will attend to victim’s personal belongings.   |                                    |   |
| • Decide who will attend the funeral. How will this be managed? (permission notes from caregivers, transport etc) Remember that there may be deaths subsequent to the initial fatalities. Consider formal debriefing for the most critically involved school personnel. |                                    |   |

|  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>Decide what follow-up is planned for the next day.</li> </ul>   |  |  |
| <ul style="list-style-type: none"> <li>Arrange that the Crisis Management Team meet at the beginning and end of the day for the next few days for self-review of the initial steps taken.</li> </ul> |  |  |
| <ul style="list-style-type: none"> <li>Make times for the Crisis Management Team to maintain regular contact/meetings after this time.</li> </ul>  |  |  |

**CRISIS MANAGEMENT PLANNING  
Task Check List 2 Medium Term**

| <b>Medium Term Tasks</b>   | <b>Actioned<br/>Signed – Dated</b> | <b>Not Necessary<br/>Signed - Dated</b> |
|--|------------------------------------|---|
| <ul style="list-style-type: none"> <li>Decide what follow-up is planned for the next week.</li> </ul>  |                                    |   |
| <ul style="list-style-type: none"> <li>Continue to monitor reactions within the school community and provide support.</li> </ul>                           |                                    |   |
| <ul style="list-style-type: none"> <li>Return school as far as possible to regular routines.</li> </ul>  |                                    |   |
| <ul style="list-style-type: none"> <li>Update staff and students with new information and decide how this will be done.</li> </ul>                         |                                    |   |
| <ul style="list-style-type: none"> <li>Consider giving advice to staff, students and parents on media enquiries.</li> </ul>                                |                                    |   |
| <ul style="list-style-type: none"> <li>Keep parents informed.</li> </ul>   |                                    |   |
| <ul style="list-style-type: none"> <li>Consider preparation of school community for funeral and burial arrangements or other public follow ups.</li> </ul> |                                    |   |
| <ul style="list-style-type: none"> <li>Maintain contact and support to families of victims, and to their close friends and their families.</li> </ul>      |                                    |   |
| <ul style="list-style-type: none"> <li>Monitor those in caregiver/helping roles.</li> </ul>  |                                    |   |
| <ul style="list-style-type: none"> <li>Keep note of expressions of sympathy, condolences, offers of help for later response.</li> </ul>                    |                                    |   |
| <ul style="list-style-type: none"> <li>Arrange relief teachers.</li> </ul>   |                                    |   |



**CRISIS MANAGEMENT PLANNING  
Task Checklist 3 Long Term**

| <b>Long Term Tasks</b>   | <b>Person Responsible</b> | <b>Actioned signed-dated</b> | <b>Not necessary Signed-Dated</b> |
|--|---------------------------|------------------------------|-----------------------------------|
| <ul style="list-style-type: none"> <li>Organise debriefing for critically involved personnel.</li> </ul>   |                           |                              |                                   |
| <ul style="list-style-type: none"> <li>Organise follow up for the most affected/ at risk students once things quieten down.</li> </ul>   |                           |                              |                                   |
| <ul style="list-style-type: none"> <li>A coroner’s inquest may take place some considerable time after the event. Students and staff may need time spent to understand the process. The inquest may cause some re-living of the events with consequent renewed distress.</li> <li>What support is required?</li> </ul>   |                           |                              |                                   |
| <ul style="list-style-type: none"> <li>Establish when the Crisis Management Team will reconvene to review the response made and make any necessary amendments to the Crisis Management Plan.</li> </ul>  |                           |                              |                                   |
| <ul style="list-style-type: none"> <li>Continued liaison with outside agencies.</li> </ul>   |                           |                              |                                   |
| <ul style="list-style-type: none"> <li>If liability is an issue, be prepared for legal proceedings. Maintain a careful paper trail of incident reports and follow up action.</li> </ul>  |                           |                              |                                   |
| <ul style="list-style-type: none"> <li>Remember that those who have had special roles to play e.g. Crisis Management Team, the secretary dealing with all the telephone enquiries also need attention to their wellbeing. It may also be helpful to privately or publicly acknowledge those who have taken on a task outside their normal responsibilities.</li> </ul> |                           |                              |                                   |
| <ul style="list-style-type: none"> <li>Support is planned for those who have been involved. This may be from an outside team.</li> </ul>   |                           |                              |                                   |

| Contact   | Home Ph No | Work Phone No            | Cell phone   | Fax      | Email  |
|---|------------|--------------------------|--------------|----------|--|
| <b>Principal</b><br>Bruce Walker                  | 348 1086   | 345 6124, ext 223        | 022 318 2254 | 345 5964 | Home: <a href="mailto:pbwk@ihug.co.nz">pbwk@ihug.co.nz</a><br>Work: <a href="mailto:principal@rotorualakes.school.nz">principal@rotorualakes.school.nz</a>                     |
| <b>Deputy Principal</b><br>Ms Jo Sturme           | 362 8516   | 345 6124, ext 228        | 027 290 7717 | 345 5964 | Home: <a href="mailto:steveandjoanne@clear.net.nz">steveandjoanne@clear.net.nz</a><br>Work: <a href="mailto:sturmej@rotorualakes.school.nz">sturmej@rotorualakes.school.nz</a> |
| <b>Deputy Principal</b><br>Kura Hingston          | 348 6445   | 345 6124, ext 226        | 021 108 2878 | 345 5964 | Home: <a href="mailto:hingstok@xtra.co.nz">hingstok@xtra.co.nz</a><br>Work: <a href="mailto:hingstonk@rotorualakes.school.nz">hingstonk@rotorualakes.school.nz</a>             |
| <b>Assistant Principal</b><br>Ross Dunn           | 347 3238   | 345 6124, ext 224        | 021 232 2477 | 345 5964 | Home: <a href="mailto:ross_dunn@hotmail.com">ross_dunn@hotmail.com</a><br>Work: <a href="mailto:dunnr@rotorualakes.school.nz">dunnr@rotorualakes.school.nz</a>                 |
| <b>Acting Deputy Principal</b><br>Mrs Pani McLean | 348 6958   | 345 6124 ext 226         | 022 082 922  | 345 5964 | Work: <a href="mailto:mcleanp@rotorualakes.school.nz">mcleanp@rotorualakes.school.nz</a>   |
| <b>BOT Chair</b><br>Helen Tarei                   | 345 4524   | 343 7747<br>027 559 8687 | 021 057 2562 | 345 5964 | Work:<br><a href="mailto:helen.mcpetrie-tarei@lakesdhb.govt.nz">helen.mcpetrie-tarei@lakesdhb.govt.nz</a>  |
| <b>School Counsellor</b><br>Paula Short           | 345 9663   | 345 6124 ext 242         | 027 358 2208 | 345 5964 | Work: <a href="mailto:shortp@rotorualakes.school.nz">shortp@rotorualakes.school.nz</a>   |
| <b>Health Nurse</b><br>Pauline Murray             | 348 2125   | 345 9502                 | 021 612 604  | 345 4003 | Work + Home: <a href="mailto:Pauline.Murray@rgpg.co.nz">Pauline.Murray@rgpg.co.nz</a>  |

| Contact                                      | Home Ph No                               | Work Phone No                             | Cell phone   | Fax         | Email  |
|--|--|---|--------------|-------------|--|
| <b>FIRE</b>                                  | 111                                      |   |              |             |  |
| <b>Non emergency<br/>Fire Safety Officer</b> | 348 3198<br>3483199                      |   |              | 348 3746    |  |
| <b>Local Civil Defence</b>                   | RDC<br>Emergency<br>Management<br>Office | 348 4199, Ext 8312<br>(Pauline Hitchcock) |              | 348 0192    | <a href="mailto:pauline.hitchcock@rdc.govt.nz">pauline.hitchcock@rdc.govt.nz</a> |
| <b>Nat Civil Defence</b>                     | 09 262 7830                              |   |              | 09 262 7831 |  |
| <b>School Caretaker</b><br>Colin Clarke      | 345 3677                                 |   | 027 475 9863 |             |  |
| <b>Executive Officer</b><br>Lilian Gilbert   | 346 3078                                 | 345 6124. ext 243                         | 021 139 8840 |             |  |
| <b>More FM Studio</b>                        | 349 3959                                 |   |              |             |  |
| <b>Media Works Radio</b>                     | 921 7630                                 |   |              |             |  |

| Contact  | Home Ph No                                  | Work Phone No                            | Cell phone   | Fax        | Email  |
|--|---|--|--------------|------------|--|
| <b>The Radio Network</b>   | 0800 00 2527<br>(Studio)<br>0800 00 Classic | 348 9089<br>(a/h on answer ph)           |              | 349 5527   |  |
| <b>OSH</b>   |   | 0800 209 080                             |              | 07 5776393 |  |
| <b>Electrician</b><br>Lloyd May Electrical                             | 347 0373                                    |  | 027 492 7116 |            | <a href="mailto:lloydmayelect@xtra.co.nz">lloydmayelect@xtra.co.nz</a>   |
| <b>POWER COMPANY</b><br>Mercury  | 0800 232 858                                |  |              |            |  |
| <b>GAS COMPANY</b><br>Nova Energy                                      | 0800 668 211                                |  |              |            |  |
| <b>School Kaumatua</b><br>Piwiki Heke                                  | 345 9155                                    |  |              |            |  |
| <b>Health Line</b><br><b>Ministry of Health</b><br>Re: health concerns |   | 0800 611 116                             |              |            |  |
| <b>Ministry of Education</b><br><b>Local Office</b>                    |   | 349 7399                                 |              | 349 7398   | Website for Pandemic Planning Kit<br><a href="http://www.minedu.govt.nz/educationaction/schools/schooloperations/healthandsafety/pandemicplanning">http://www.minedu.govt.nz/educationaction/schools/schooloperations/healthandsafety/pandemicplanning</a> |
| <b>Group Special Education</b><br><b>Traumatic Incident</b>            | <b>Contact: Arthur Manarangi</b>            | 343 1365, or<br>0800 848 326<br>348 5145 |              | 349 2560   |  |

