Incident Management Policy

Introduction

This policy is a compilation of a number of procedures, documents and policies which overall provide a methodology for dealing with an array of incidents from small to major.
The first part of the document is for the intended audience of No Limits Development, Course Directors and Instructors working with groups on courses and dealing with the initial phase of the incident. The second part is intended for the full-time operations team to support this initial response on the ground and where required supplement and manage the response beyond the initial phase.

Contents

Incident Categorization

In order to enable users to trigger appropriate responses, and use concurrent language, No Limits Development has created the following categories of incidents.

Minor Incident

- This is a situation that has led to disruption of a programme, or an injury to a participant, client or member of staff, where the situation is rectified in under an hour, does not require external assistance, and the course returns to normal.
- Examples of this may include:
  - A student with a minor injury such as a cut which can be **dealt with by the group's instructor before carrying on with the activity.**

    - A team delayed between checkpoints but arriving back within **less than an hour**, and not requiring additional assistance which impacts on other teams and staff

Serious Incident

- This is a situation which temporarily impacts the experience of other teams and staff within a programme, or which requires a student to visit an external medical professional. Within the hour, the students experience continues but may require programme or staff alterations.
- It is possible that this incident may require liaison with persons outside of the course (school leadership team, parents etc.)
- Examples of this may include:
    - A student falling over and injuring an ankle, **requiring a trip to a local minor injury unit**. Initially whilst the team's instructor administered first aid, **2 teams were combined** with another instructor. After an hour the programme resumes.
    - A team is overdue at a campsite by **over an hour**, and their exact location is unknown. Assistance is given by **other team's instructors** to re locate the students

Major Incident

- This is situation which leaves a student with a serious, potentially life changing injury, has great impact on the experience of others or requires the assistance of an external emergency service.
- This incident will require liaison with persons outside of the course (school leadership team, parents etc.) and may attract the attention or investigation of external agencies and press
- Examples of this may include:
    - A student is injured as part of a climbing session and sustains a head injury requiring an ambulance
    - A student sustains a minor injury where a teacher asks whether the belay method used was a contributing factor
    - A student has life threatening injuries sustained in an accident whilst crossing a road
    - A team is "lost" in a mountainous area, and after 2 hours of the full staff team searching, mountain rescue has been called.

The above examples are by no means a definitive list, and if there is uncertainty, or a feeling that an incident may escalate, it should always be treated as a higher-level incident, which can later be downgraded by the duty operations contact.

Initial Response to an Incident

No two incidents are ever the same and it would therefore be virtually impossible to provide an incident procedure script to follow. However, the following flow chart is designed to give some basic guidance into handling an incident.

1 - Initial Primary Survey

This survey is the initial survey for all casualty's and identify life threatening symptoms. Each stage should be systematically checked and dealt with before moving on

- D – Danger - Manage any dangers to yourself, your team the public and the casualty
- R - Response – Is the casualty responding?
- A - Airway – Is the airway open and clear?
- B – Breathing – Is the casualty breathing normally? (If not begin CPR)
- C – Circulation – Does the casualty have good circulation, are there any major bleeds?

Where the is any primary survey issue, call 999 immediately and deal with the incident as a major incident

2 - Secondary Survey

The secondary survey is the assessment of a stable casualty who no longer requires treatment identified in the primary survey. It aims to discover more about the casualty, their injuries and what ongoing care they need.

History

- Event History – What happened (this is not just the casualty's viewpoint but those who also witnessed the incident)
- Medical History
    - Allergy – do they have any allergies?
    - Medication – are they taking any regular or prescribed medication?
    - Previous medical history – did they already have any conditions?
    - Last meal – when did they last eat something?
- Signs and Symptoms
    - Can they feel any pain?
    - Can they describe the pain, e.g. is it constant or irregular, sharp or dull?
    - What makes the pain better or worse?
    - When did the pain start?
- "Head to Toe" Examination – A full methodical top to toe survey of the casualty.

3 – Environment and Ongoing Care

After establishing the condition and treating the injuries of the casualty it is important to consider the environment to provide comfort and protection from the elements for a casualty and other people under our care. This can include using buildings, vehicles or in remote locations, tents and group shelter. Thought should also be given to the ambient temperature, and potential weather conditions, it may be appropriate to think of warm drinks and blankets, or shade and water.

Once the casualty and the other people under our care are comfortable and stable, thought can be given to appropriate ongoing care and evacuation, this should be appropriate to the condition of the casualty and location of the incident. Examples can range from students continuing on with the activity with monitoring and follow up that evening, to evacuation by mountain rescue to an accident and emergency department.

Wider team initial response to an incident

Where incidents are "serious" or "major" they will require a wider team response for a variety of reasons such as to enable prolonged and in depth care of a casualty, to remove other participants for a situation, or to lease with external agencies. It is important that the need for wider assistance is noted early!

Incident Occurs

Initial response delivered by most appropriate member of the team

The need for assistance is identified early by the initial responder, and another member of the team is called t to help (Ideally the Course Director)

Other staff arrive and roles allocated

Initial Responder	School staff or pastoral lead	Another Responsible Adult	Course Director
Continue first aid and general care of the casualty. This person will remain with the casualty where possible throughout their care This initial responder should maintain excellent records of care delivered and history of the incident, and where possible delegate this to a spare person	This person will generally have pastoral responsibility and be in "loco parentis" and can therefore offer further background information and care for the casualty This role is to support the initial responder and to also stay with the casualty throughout the incident. There focus should be on this one person, with care of other students handed over to another appropriate person	This role can be undertaken by either School or NLD staff and is responsible for removing the rest of the team from the initial incident area and maintaining their ongoing care. This can include safety welfare and environmental factors Where it is possible for the rest of the party to continue their experience this is preferable, but this is a judgement call as to what is best for the	This role would ideally be filled by the course director, however in remote areas where this is not a possible a second member of NLD staff could take it on. This person is responsible for liasing with all other parties to allow the first responder to concentrate on the casualty. These parties could include the NLD ops teams, emergency services, and other course staff such as instructor or teachers.

Contacting the Operations Team?

There will always be a Duty Operations Manager, available 24/7 they will be detailed in the course Joining Instructions, and generally with be either one of the following:

- Tony Ward - 015394 32342 or 07795157326
- Matt Simmon - 07736518427

Calling the duty operations manager, should be utilising another resource and keeping them informed, as opposed to escalating a situation or admitting you are out of your depth. The operations team would much rather have a chat on the phone to be kept in the loop and confirm you're dealing with something appropriately, than hear about something a day later that could possibly have been dealt with differently at the time. The duty operations manager will usually have a wider view of assets in the area, an in-depth knowledge of the client and course, as well as access to other tools and resources which may help you.

The following is a guideline as to when and how to get in touch:

- Minor Incident – The same day as the incident – By Text, Phone or Email
- Serious Incident – Within an hour of the incident happening – By Phone
- Major Incident – ASAP (Although priority should be given to emergency services if required) – By Phone

Post Incident reports

Whilst minor occurrences near misses and incidents may be flagged by course directors or instructors through other channels such as post course reports and phone calls, it is important that all "incidents falling under the scope of this policy are reported on an NLD Incident Report Form. Initial notification of an incident by phone has specific timescales as laid out above, but the same timescale of "**within a week** "applies to all incidents for **written reports.**

The reports must be clearly legible, ideally typed, signed by the instructor submitting it and it should be an accurate reflection of what happened on the ground clear of speculation and opinion. Where further comment and depth is needed in the case of serious and major incidents, a member of the operations team may well lease with you for further statements, pictures and comment.

Part 2 – Supporting the on the Initial on scene Response

It's important to begin this section by stating that the below procedures are in place to give the team the skills and knowledge to escalate its response to support the largest of incidents. The response on the day should always be measured and appropriate.

Duty Operations Manager (DOM)

To enable those on the ground to get advice and support there must always be a point of contact they can call 24/7. This number should be shared in pre course information, and alternatives given. It is important that the designated contact is not only reachable, but is also familiar with current operations, this policy and the resources they can call upon.

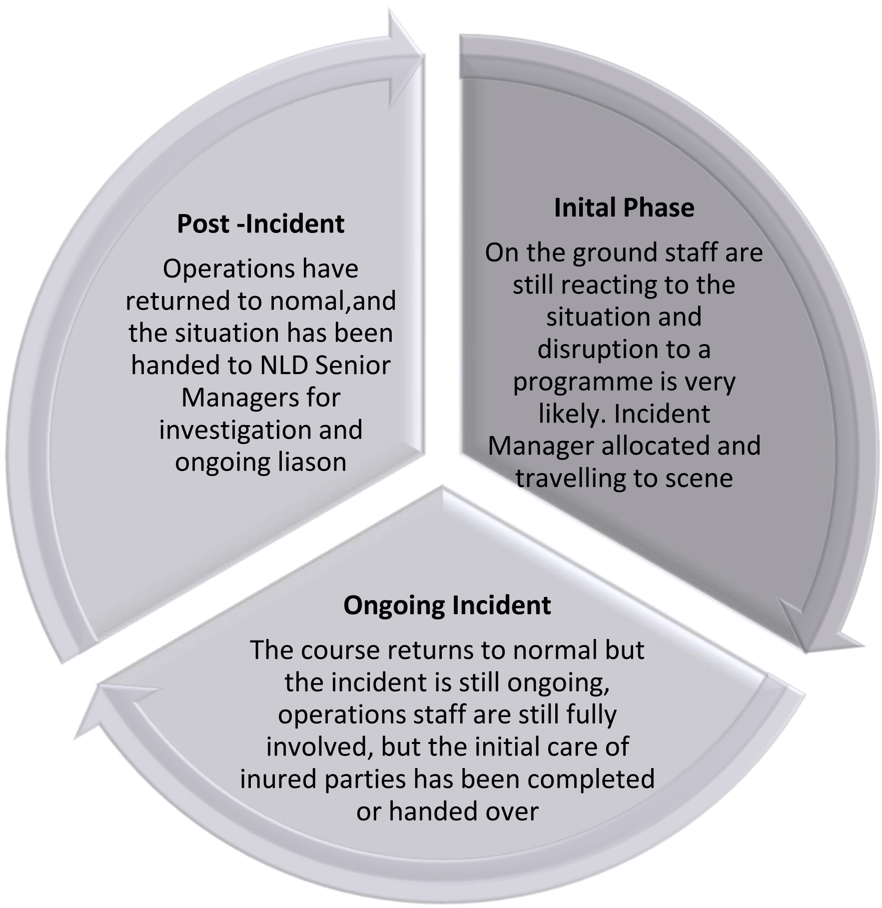
The "Duty Operations Manager" is shared between the following 2 people:

Tony Ward – NLD Managing Director
- Home - 015394 32342 or Mobile - 07795 157326

Matt Simmon – NLD Operations Manager
- Mobile – 077365 18427

Lifecycle of an Incident

Whilst these are generalizations and there may not be a clear divide between the phases, this policy will refer to 3 stages of an incident as follows:



Incident Occurs

Incident reported to Duty Operations Manager (Initial Contact)

Minor Incident

Serious Incident

Major Incident

Evaluate
Is Further Resource Required?

Consider instigating Major Incident Plan

Instigate Major Incident Plan

Follow up call within 24 hours

Inform Senior Managers

Follow up call within 12 hours

Initial Contact

During the initial contact with the staff on the ground the following information should be established:

Who's Calling?

- Person reporting the incident
- Person providing first aid or Initial Response

Where has the incident occurred?

- Course
- General Location
- Client

What is the Incident?

- What happened?
- What is being done about it?

Next Steps

- Is the incident being dealt with appropriately on the ground?
- Does the incident need escalation?
- When will we next talk?

Minor Incidents

Minor Incidents are reported to the DOM the same day they happen, and in most circumstances, they will have happened and been dealt with by the time we are informed. The purpose of the call is for the DOM to

- Review the action taken, and advise if anything further is required
- Discuss whether any follow up is needed from the perspective of the individual involved, the whole course and the client.
- Notify the appropriate in-house staff within working hours
- Re-enforce the need for a written report post course

On rare occasions it may be that although the incident falls into the category of "Minor" the impact on the client or staff team relationship is more significant. It may be in these circumstances that action is needed to repair this immediately and should be taken.

The need for a follow up call will be a judgement call between the course lead and the DOM and is to be decided on a case by case basis.

Serious Incidents

Serious Incidents are reported to the DOM within an hour of them happening and may well be ongoing as they are reported. The purpose of the phone call should be for the DOM to assess the impact and response and to decide if it can be dealt with appropriately on the ground or needs escalating and therefore provide further resource and support by the ops team.

This could be perceived as the most difficult of categories as it may not "need" the full response of a major incident but may well have the same wider impacts. The person receiving the call should be familiar with the Major Incident Plan, and the reasoning behind each step, to enable them to make a measured response using appropriate sections of this plan.

Major Incident Plan

Initial Report from Course Director or Initial Responder

Major Incident Declared

Ensure that appropriate medical care is in place for casualty, including emergency services where needed, and that the rest of the course participants are being cared for appropriately

Ensure all initial response questions are answered and ensure all the "on scene" roles have been allocated and carried out as in the "wider team response" Agree to a time to call back within an hour.

Allocate Operations Roles and Brief

On Scene Incident Manager (At Incident Location)

- Ensure Casualty has received appropriate initial and secondary care
- Get casualty information, and lease with client staff to get copies of the consent form, and school emergency contact details (Pass this to incident administrator)
- Put in place a plan for other course participants to be occupied appropriately

Incident Director (Head Office)

- Brief internal Team
- Inform Pharos
- Establish and contact "Clients Emergency Manager" to establish who will contact the casualties next of kin, and create an open line of communication
- Identify and contact other Stakeholders in Incident

Incident Administrator (Head Office)

- Complete Initial Incident Information Form
- Establish Incident Management Space and Resources
- Take initial statements from involved party, and begin piecing together an impartial overview of what happened and what we have done about it

Roles and Locations

To ensure the smoothest response and that people have focus on specific areas, the following roles should be allocated

On Scene Incident Manager

This is a senior member of the operations team who will go to the incident location and take over the management of the Incident. This person must be confident and competent in incident management, as well as having an in depth understanding of NLD Operations, Clients, Policy and Procedure. This person will not be the same for every incident and should be selected as the person with the most appropriate knowledge and location to manage the incident. This may in exceptional circumstances be an external member of staff.

This person should be equipped with 2 Mobile phones, one for internal and one for external communication. Access to an NLD Credit Card, vehicle and laptop with emails.

Whilst it is important for this Incident Manager to be on scene ASAP, it is more important that they should arrive safely, and their image on scene should, always be calm, professional and considered.

The focus of this individual is to ensure the casualty receives the very best care, and that everyone involved at the scene and a part of the course is cared for in the best possible way, whilst being the eyes and ears of the Incident Director, where possible they should leave administration and external communication to the office based team.

Incident Director

This is a senior member of the operations team, but not necessarily a company director, who will take the lead on the management of the overall incident. Their focus is on the wider management and communication surrounding the incident leasing with external stakeholders. Their role will also extend beyond the initial on the ground phase of the incident to deal with the longer terms impact.

Incident Administrator

This is a role which can be taken on by 1 or more members of the full-time team and is to support the information gathering and administration of an escalating incident. This person will likely be on location ahead of the Incident Director and will therefore need to be aware of the initial information gathering required, as well as the equipment needed to deal with a growing incident. As an incident grows this role may exceed the capacity of one person, and therefore will be taken on by a team of people.

Location

It is critically important to co-locate to one efficient space with access to the required resources and tools. This space will generally be the Buxton Head Office, as the most convenient location for the core team, and a professional location for external agencies. It may be on occasion the incident or press interest dictates a more neutral location, in this circumstance the Incident Director will choose an alternate location.

Communication

In an incident its important to maintain clear lines of communication the following protocol should be in place:

- NLD Mobile Phone – 1 per person – used for communication with on the ground staff and clients
- NLD Office Land Line – Communication with external agencies and on the ground staff and clients
- Personal Mobile Phones and Incident Phones – Internal Operations communication only, Numbers only to be issued outside of this group in extraordinary circumstances such as casualties' parents, by the incident manager of director.

Documentation (Statements and Logs)

It it's important that all personnel involved in incidents keep logs, this is of critical importance for those making decisions (incident manager and director). These logs should detail what has been done, the decisions made and the thought process behind them. These logs will not only serve as reminders when reviewing the incident but may well be used as evidence. All logs should be signed and dated and handed to the incident director at the close of incident.

Questions and Point for Consideration

When do I phone the insurance company?

The insurers are happy for us to deal with the initial response ourselves, a d if expert help is needed to refer to Pharos. Once the initial situation is under control, we can get in touch with them during normal office hours either by email or phone and they will guide s though the Incident investigation if they feel it necessary.

What should we do if the press calls us?

An incident that may be of interest to the press, should be dealt with as a major incident and therefore will have notified Pharos at an early stage, they will guide us on press interaction. Where this comes out of the blue our stock response will be to take their details and well will pass their question to the managing director and our press consultant.

Who phones the casualties Next of Kin?

In some circumstances this may be the school lead, in some it would be No Limits Development. In Major Incidents, it is always best to make contact, and open lines of communication. This would generally be done on a non-operational phone (i.e. personal mobile) to ensure that the Next of Kin, is always able to reach us. Ideally this would be the Managing Director, if this is not possible than the operations manager will. Before phoning they should have a conversation with Pharos to plan the conversation and if necessary, receive coaching. After the initial phone call there may be many follow up calls, ideally this should always be the same person to maintain continuity and develop a relationship to put the NOK at ease.

Review and Training

This second half of this policy will be a developing policy based upon experience, training and mock incidents the team works through.

It is clear that periodical refreshment and scenario-based training is the key for the operations team to be able to deal with the wide variety of incidents that may present themselves. As this training is undertaken, and the team develops further strategy and reminders, this will be added to the further consideration section.

Coronavirus – (Updated 17/8/20)

Due to the nature of delivery across a wide variety of venues. And schools maintaining the loco parentis role for their pupils. It has been deemed impossible to plan for every possible eventuality of a person identifying with coronavirus symptoms whilst working with NLD. A situation with coronavirus symptom should be treated as a potential major incident and the following should be considered:

- Early liaison with Pharos
- Consideration for media interest
- Liaising with the facility manager
- Liaising with the school's incident manager
- Liaising with Public Health England and Track and Trace
- The need to kit isolation and deep cleaning
- The need for meticulous record keeping to assist with Track and Trace
- Implications of kit and staff isolation on future delivery