



Emergency Response Plan

including Fire Evacuation Plan

Cambridge International School, Dubai

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1. About this Emergency Response Plan (ERP)

This plan is based on the GEMS master template (*HSE-FORM-25 GEMS School Emergency Response Plan Template*) and must be customised by each school to reflect its specific layout, staffing, and operations. This template now includes the *Fire Evacuation Plan* for the school (previously a separate document known as *Form 4*). This *Emergency Response Plan (ERP)* must be reviewed annually or earlier following an emergency event.

Once tailored, this *Emergency Response Plan (ERP)* outlines clear steps to manage different emergency situations that may arise at the school – including how to manage the safe evacuation of all persons. Refer to *HSE-POL 02 GEMS Fire Safety and Evacuation Policy* for further guidance. Additional guidance can also be found with the *UAE Fire and Life Code* and *NFRA Standard 101*.

This plan forms part of the wider GEMS crisis management framework and should be used and understood alongside the *GEMS Crisis Management Policy* and any specialised SOPs (eg. *Parent Communication Plan*).

2. Incident Escalation Structure

Across GEMS Education, the escalation of emergencies and crisis events follows a bottom-up approach, from schools to the School Support Centre (SSC) and senior leadership.

Below is an illustrative representation (from the *GEMS Crisis Management Policy*) of the escalation of incidents through three layers – Bronze, Silver and Gold Teams.



- **Gold Team** – Crisis Management Team (CMT)
- **Silver Team** – Crisis Coordination Team (CCT)
- **Bronze Team** – Emergency Response Team (ERT)

Refer to the next section of this plan (*Section 3*) this school's ERT members and contact details.

The extent of escalation of an incident depends on the criticality (ie. the severity and impact). Refer to *Appendix L – GEMS Incident Reporting and Escalation Scale* for more details.

3. Emergency Contact Information

External Emergency Contacts		
Police	-	999
Ambulance	-	998
Civil Defence (Fire)	-	997
Electricity failure	-	911
Water failure	-	922
Nearby Hospital	Aster Hospital, Al Qusais	04 440 0500
Nearby Police Station	Al Qusais Police Station	04 606 1600
Other important information	NA	NA

Emergency Response Team (ERT)		
Principal (ERT Lead)	Stephen Brecken	0589713495
Vice Principal (Deputy ERT Lead)	Lourdina Franco	0503600104
MSO	Padmanabhan Anidil	0506754386
STS Representative	Aathira Sulochan	0568048685
Security (Head Guard)	Gurpreet Singh	0526937860
Security (Deputy Guard)	Victor Black	0545220591
Admin representative_ HR	Janice Cruz	0568111471
Head of Primary	Phil Yates	0503828543
Head of Secondary	Peter Hart	0554980061
Assistant MSO	Mimo George	0555984254
MST	Pradeep	0504969833

Crisis Coordination Team (CCT)		
Health and Safety Lead	Belinda Griffiths Supported by: Khalid	052 830 0054 0564996603
Safeguarding Lead	Claire Scowen Supported by: Bianca Nelson	058 581 0038 0582110584
Security Lead	Hamdan Alraisi Supported by: Aamir Bhukari	055 944 1111 055 554 0786
Communications Lead	Jonathan Bramley Supported by: Hfu Reisenhofer	052 757 9993 055 237 4440
Risk & Compliance Lead	Bilge Battal Supported by: Ania Siali	052 788 1418 058 509 1975



Fire Wardens			
Name	Phone	Location / Responsibility	Deputy
Mimo George	0555984254	Admin	Devanandu
Angela	0506381889	EYFS	Jyothi Jose
Kartika Nair	0547000397	Primary	Huma
Nishrin	0502530652	Secondary	Joel
David	0553703065	Secondary	Jackson
Santhosh	0509265225	Secondary	Princy Jackson
Peter	0554980061	Secondary	Sandhya

First Aiders		
Name	Phone	Location / Responsibility
Padmanabhan	0506754386	Admin
Neelima	0526384921	Science Lab
Anaz	0527089809	Basement
Nishrin	0502530652	Secondary
Santhosh	0509265225	Secondary
Yusra	0555165800	EYFS
Jyothi	0525367007	Primary

4. Roles and Responsibilities

Designation	Roles and Responsibilities
Initial Responder	<ul style="list-style-type: none"> Inform a First Aider or School Medical Team for urgent first aid/medical support. Contact emergency services for serious incidents.
First Aid / School Medical Team	<ul style="list-style-type: none"> Ensure first aid, medical supplies and equipment are in place and ready for use. Ensure their First Aid qualifications remain valid. Provide immediate first aid/medical support until external responders arrive. Promptly inform the Emergency Response Team (ERT) Lead of the situation. Update ERT on the condition of any injured/ill individuals. Medical Team to have ready access to important personal information of staff and students (including next of kin, contact numbers, and medical information).
Fire Wardens	<p>In an evacuation:</p> <ul style="list-style-type: none"> Conduct a sweep of their designated area, if safe to do so. Report the status of their designated area to the Incident Commander, including reporting potential missing persons. If designated, supporting on the safe evacuation of any persons with a Personal Emergency Evacuation Plan (PEEP).
Emergency Response Team (ERT)	<ul style="list-style-type: none"> Activate the school <u>Emergency Response Plan (ERP)</u> if needed (eg. lockdown, evacuation) and manage evacuation or lockdown procedures based on situation. Liaise with authorities during incidents to coordinate resources, rescue, medical care, and headcounts.
Emergency Response Team (ERT) Lead (Also known as 'Incident Commander')	<ul style="list-style-type: none"> Coordinate all emergency response activities in the school and lead the ERT. Appoint and brief Emergency Response Team (ERT) members on their roles and responsibilities and ensure all ERT members and Wardens are adequately trained. Ensure supplies (eg. water, electrolytes) are available. Escalate critical incidents to Crisis Coordination Team (CCT), ie. the Silver Team. Manage public information and liaise with authorities. Establish emergency communication processes with stakeholders (eg. parents). <p>In an emergency event:</p> <ul style="list-style-type: none"> Take charge at the scene of an emergency: Conduct an initial situation assessment, set priorities, and guide the overall emergency response actions. Identify themselves and liaise with the Civil Defence and emergency services, providing them a copy of this Emergency Response Plan (ERP) and any other information that will help in the safe management of the emergency, eg. in an evacuation this includes number of persons, details of people with mobility concerns, details of missing persons and their last known location etc. If this role is filled by something other than the Principal, they should provide regular updates to the Principal during the emergency. Assist with any investigations or report development.
Principal (and Vice/Deputy)	<ul style="list-style-type: none"> Overall ownership of the <u>Emergency Response Plan (ERP)</u> and its implementation. Ensure the <u>Emergency Response Plan (ERP)</u> is kept up to date and reviewed at least annually. Ensure the plan is communicated to stakeholders. Ensure emergency exercises/drills are conducted in line with <u>HSE-POL-02 GEMS Fire Safety and Evacuation Policy</u> – ie. Fire drills on a termly basis, and one exercise per year in partnership with the Civil Defence. Act as spokesperson, handle media briefings and public messaging with support from GEMS Communications Team. Vice/Deputy Principal takes on these responsibilities in the Principal's absence.

Manager School Operations (MSO)	<ul style="list-style-type: none"> Ensure all Fire and Life Safety Systems are tested and maintained in line with GEMS and local requirements. Ensure corrective Fire & Life Safety System work is conducted in a timely manner. Conduct Weekly Fire Inspections and Monthly HSE Inspections, or delegate to a competent individual. Submit completed forms to the HSE Team via HSE Guard. When designated, fulfil the role of Incident Commander. Ensure all fire safety training is current and that valid certificates are available. Ensure Warden listing in this ERP (and any displayed in the school) are up to date. Report all emergency events as an incident in HSE Guard. Assistant MSO will fulfil the role of MSO in their absence, or if deemed competent.
All school staff	<ul style="list-style-type: none"> Be familiar with this ERP, including the emergency procedures in the Appendices. Keep emergency exit routes from their classroom/area free from obstruction. Reporting any fire and life safety hazards or unsafe conditions within their class/area to the MSO in a timely manner.
Teachers	<p>In an evacuation:</p> <ul style="list-style-type: none"> Facilitate the safe evacuation of all students in a timely and quiet manner. Collect the emergency pack for the classroom, including the green/red card, current class list, and hi visibility vest – and proceed directly to the assembly point. Conduct a roll call once at the assembly point, if any persons are identified as missing, the red card signal must be communicated as quickly as possible to the Incident Commander. If all persons are present, green card must be displayed. Provide information to the Incident Commander relating to any students with mobility issues or PEEPs that have been placed at a pre-determined refuge area. Ensure students remain at the assembly point until the Civil Defence or the Principal give the “All clear”. Then once the emergency is over, when safe to do so, assist all children return to their relevant class.
Administrative staff	<ul style="list-style-type: none"> Evacuate using the nearest emergency exit and proceed directly to assembly point. Evacuate any parents, visitors etc who are within the administration areas of the school to the assembly point. One administration staff member will be the Admin Staff Representative (their name is listed in the ERT listing in <u>Section 3</u>. They are responsible for conducting a roll call for the administration staff.
Security Personnel	<ul style="list-style-type: none"> Brief contractors coming onto site about the emergency procedures to follow. <p>In an emergency evacuation:</p> <ul style="list-style-type: none"> Facilitate the safe evacuation of all persons. If safe to do so, ensure all areas were checked (eg. washrooms, back of house). Manage traffic flow and support access for emergency service vehicles. Prevent persons re-entering the building until “All Clear” has been given from Civil Defence or the Principal.
Contractors & Visitors	<ul style="list-style-type: none"> Temporary contractors must sign in/out of school daily, via security access point. Cleaners, Canteen team, MST etc must participate in the school emergency drills. Upon hearing the alarm, evacuate the building to the designated assembly point using the nearest available emergency exit route. Ensure they do not return to the building until the official “All Clear”. Report any missing colleagues to the Incident Commander.
GEMS HSE Team	<ul style="list-style-type: none"> Support the MSO in coordinating fire safety training for Wardens. Provide fire safety awareness training in GEMS-U for all staff. Providing adequate policies and procedures to support effective health and safety and emergency preparedness within the schools.

5. Premises Information

The following information directly impacts the effectiveness, speed and safety of emergency coordination and evacuations. Knowing this information helps the Emergency Response Team (ERT) and school leaders to:

- Plan safe, efficient evacuations
- Adapt quickly as situations evolve
- Coordinate with external responders
- Reduce confusion and delays under pressure

Makani number (if known)	3634795379
Building size	170887 SqFt
Number of floors	Basement – Second
Maximum occupancy	3500
Current occupancy	3000
Number and description of swimming pools	1 main pool and 1 kids
Access information for emergency services	Gate 3 and Gate 4
Summary of Fire and Life Safety systems	Type of alarm – Siren No flashing beacons Two panels – Reception and support staff room next to gate 6 Type of emergency lights – Individual Location of sprinklers – Basement FM 200 – Server Room Types of fire extinguishers – Auto DCP, DCP, CO2 and Foam Extinguishers Total 18 fire hose reels

Assembly Point	Front of school gates- 3, 4, 6, Bus bay, behind the Curriculum Leader's office
Cross-site location (if one is available)	RTA Parking Zones
Off-site venue	The Millennium School, Dubai. During the evacuation period, staff and students will be transported by STS buses

6. Lockdown

Lockdown is an emergency protocol that is followed to protect people inside a facility from any dangerous events – either external or internal.

Partial lockdown

A partial lockdown may be initiated in cases of a reported incident or civil disturbance in the local community, eg. nearby criminal presence, civil unrest, or law enforcement operations.

- Occupants should remain inside the building
- Doors leading outside the building should be locked.

Full lockdown

In cases of an active shooter or intruder, a full lockdown will be conducted. Follow the ALICE Technique:

A - Alert	<ul style="list-style-type: none"> ▪ Alert others that there is a threat. ▪ Principal or designated person uses the PA system to alert everyone on the premises.
L - Lockdown	<p>If in a hallway, go to the nearest classroom or take a position of safety.</p> <p>If you are in a classroom:</p> <ul style="list-style-type: none"> ▪ Close and secure the corridor access as well as the classroom access. ▪ Close the classroom windows and blinds ▪ Ensure all phones are switched to silent. ▪ Turn off the lights and computer monitors. ▪ Have students sit or lie in a part of the classroom where they can't be seen. ▪ Make sure that everybody remains silent. <p>If you are trapped in an open area:</p> <ul style="list-style-type: none"> ▪ Immediately seek protection. ▪ Put a physical barrier between you and the suspect. It is recommended to remain face down, flat on the ground behind a shelter. ▪ Consider 'concealment' (can't be seen) and 'cover' (protection). ▪ Consider your option: escape or shelter in place.
I - Inform	<ul style="list-style-type: none"> ▪ If you are the witness, you must report the details to the MSO if safe to do so. ▪ Principal, MSO or Head Guard will inform GEMS Crisis Management Team and relevant authorities, eg. Police, Civil Defence.
C - Consolidate	<ul style="list-style-type: none"> ▪ Deny the attacker's line of sight of the students/staff. ▪ Delay attacker's entry to rooms by erecting barriers like tables/chairs in front of door. ▪ Deter the attacker from the door so they can go elsewhere.
E - Evacuate	<ul style="list-style-type: none"> ▪ The lockdown is considered completed when the all-clear announcement is made using a code, like "Leopards are in the den!" ▪ Once released and evacuation is possible, follow the direction of any law enforcement to reach the designated assembly point. ▪ As with any evacuation, responsibilities are divided: Teachers account for children; Administrator accounts for support staff; Receptionist accounts for visitors.

7. Personal Emergency Evacuation Plans (PEEP)

- A *Personal Emergency Evacuation Plan (PEEP)* must be developed for all individuals that may experience difficulty in evacuating the premises in a safe and timely manner – or who may hinder the safe and timely evacuation of others. Examples of individuals who may require a PEEP include those:
 - with restricted mobility,
 - who are unable to hear the fire alarm,
 - who are not able to see emergency exit routes or exits, or
 - with sensory or behavioural needs triggered by loud noises or crowds
 - with a temporary injury.
- The PEEP should be developed using the *HSE-FORM-3 Personal Emergency Evacuation Plan (PEEP)*, by an appointed member of the school (eg. teacher, designated support person) in partnership with the individual who requires it (or their parents where appropriate).
- A copy of each current PEEP is kept at the School Clinic, and with the Incident Commander or their delegate.

8. Communication of this ERP

- This *Emergency Response Plan (ERP)* is an internal document. It will be communicated to all school personnel via the Principal each time it is updated.
- A copy of this plan will be accessible to all staff at all times, eg. via the SharePoint site. Copies may also be displayed in the staffroom with the emergency pack (coloured cards etc), and within administrative areas.
- All new joiners to the school will be provided with a copy of the plan upon joining the school.
- The plan should be revised on an annual basis and on an ad-hoc basis if any update or modification is required. These changes may be following an emergency event, or if changes are recommended and communicated from the HSE Team.

9. Training

- As well as receiving a copy this plan (as noted above), all new joiners to the school will be given a walk-through of the school to identify emergency exit routes and the location(s) of assembly points.
- As per UAE requirements, a suitable number of designated employees must receive fire training by an approved training provider, as a minimum. The Civil Defence requirement in Dubai is 20% of all school staff, in Sharjah and the Northern Emirates it is 10% and the GEMS requirement is a minimum of 10%.
- All teaching and administrative staff must complete the *Fire Safety and Emergency Awareness Training* on GEMS-U on an annual basis.
- Emergency drills are considered as ongoing training for staff and students (See *Section 11* below for details).
- Security personnel provide a brief but important site induction to contractors, which includes the emergency procedures, evacuation protocol, location of assembly points, alarm sound etc.

10. Testing of this ERP

- All school staff and teachers, including senior leadership and support staff, are expected to participate in all school-wide emergency exercises (including lockdown drills and evacuations) – unless the drills are specifically designed as partial-school exercises or desktop exercises.
- Fire, lockdown and off-site evacuation drills are mandatory and to be set in advance by the schools. Refer to the *GEMS Fire Safety and Evacuation Policy* for more details. As for the other procedures, Crisis Coordination Team (CCT) will provide additional guidance when appropriate.
- The fire evacuation procedure must be tested each term as a minimum. In addition, it is a Dubai requirement to have at least one exercise completed annually in partnership with the Civil Defence. As per the *UAE Fire and Life Safety Code*, the drills should be conducted within the first 30 days of each new term.

11. Emergency Procedures

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

Emergency type	Reference
Fatality or major injury	Appendix A
Fire	Appendix B
Bomb threat	Appendix C
Child abduction	Appendix D
Missing child	Appendix E
Structural failure	Appendix F
Loss of essential services	Appendix G
Confirmed legionella outbreak	Appendix H
Active shooter/ Intruder	Appendix I
Severe weather	Appendix J
Chemical spillage	Appendix K

Appendix A – Fatality or Major injury

If the incident occurs during school hours:

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

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students, and other stakeholders.
- b) Conduct investigation with the support of GEMS Head of HSE.
- c) Identify students or staff members that may require counselling support.
- d) Review existing processes including any relevant risk assessments.
- e) The Principal and Head of HSE, in coordination with GEMS Communication Team, to generate and communicate a completed report to relevant stakeholders.

Appendix B – Fire

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

- a) Immediately raise the alarm by activating the nearest manual call point (MCP).
- b) If safe to do so, rescue any persons who are in immediate danger.
- c) If safe to do so, attempt to tackle the fire, please note that you must never put yourself or others at risk. Fires larger than a wastepaper bin should be left to trained emergency personnel.
- d) Notify the Emergency Response Team (ERT) who will attend the site and assess the situation. The Emergency Response Team (ERT) will determine the need for emergency response and notify the emergency services.
- e) Evacuate the building safely and smoothly supporting any persons on the way. Make your way to the designated fire assembly point and await roll call.
- f) As soon as reasonably practical the Principal is to notify the Head of HSE. This will subsequently invoke the GEMS Crisis Management Policy.

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

- a) Stand down from your immediate duties.
- b) Teachers within classrooms are to collect the emergency pack (with coloured cards etc) from their room and put on their high visibility vest.
- c) Commence the evacuation of their class or areas in an orderly fashion, making their way to the nearest safest fire exit and proceed directly to the assembly point.
- d) Administration staff must commence the evacuation of the administration areas – including any parents or other visitors present.
- e) Selected Fire Wardens must ensure that a sweep of their designated areas is carried out, if safe to do so.
- f) Once at the assembly point, teachers must conduct a roll call and report the findings to the Emergency Response Team (ERT) Lead by way of holding either the green or red card up in the air.
- g) If the evacuation is likely to be prolonged, a cross-site or off-site evacuation may be required. Refer to *Section 5* of this ERP for details of the school's cross-site or off-site evacuation details.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students, and other stakeholders.
- b) Conduct investigation with the support of GEMS HSE Team.
- c) Identify students or staff members that may require counselling support.
- d) Review existing processes including any relevant risk assessments.
- e) The Principal and Head of HSE, together with the GEMS Communication Team to generate and communicate a completed report to relevant stakeholders.

Appendix C – Bomb Threat

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

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

If you receive a bomb threat:

via SMS or social media	a) Do not delete or respond to the message.
	b) Keep a screenshot if possible.
	c) Inform the Principal immediately.
via phone	a) Stay calm and listen to the caller/message.
	b) As soon as possible, note any information on the Bomb Threat Checklist (below) or note paper.
	c) Inform the Principal immediately.

The Principal, when notified of a bomb threat, must:

- Notify emergency services and Head of HSE. Head of HSE will notify Crisis Coordination Team (CCT).
- Decide on the immediate course of action, without delay.

If the decision to evacuate is made, a cross-site or off-site evacuation will likely be required.

- If the location of suspected device is not known, external evacuation would be a justifiable course of action.
- Refer to *Section 5* of this ERP for details of the school's cross-site and off-site evacuation details.
- It is important to appoint people familiar with the locations/venues to act as marshals and assist evacuation.
- If the location of the suspect package is known, evacuation routes must avoid the area. Areas to avoid should be clearly communicated prior to the evacuation taking place. This can be achieved through the PA system within the school or communication via the evacuation teams.
- Emergency services will be able to support upon arrival. However, you should not delay the decision to evacuate if you suspect there is a credible threat.

If the decision to remain indoors is made, people should be advised to move away from windows and doors. If the location of the suspect package/device is noted as being outside of the school, it may be safer to remain within the school.

The decision not to evacuate may also be made (ie. to remain and continue as normal), based upon the initial assessment and if the threat is deemed as a hoax. The Principal may seek advice and support from the police and members of the Emergency Response Team (ERT) in making their decision.

Media / Parent Communications

- Any communications relating to the incident are to be approved by the GEMS Communications Team. Several holding statements have been generated in advance, with the appropriate message being released as and when required.
- Media interviews must be delivered by trained members of the GEMS Communications Team.

Telephone Bomb Threat Checklist	
1. Remain calm and talk to the caller 2. If you can, record the call 3. Write down as much information as possible below	
Caller's number (if displayed on screen)	
About the caller	Male <input type="checkbox"/> Female <input type="checkbox"/>
Language spoken	Well-spoken <input type="checkbox"/> Changes languages <input type="checkbox"/> English <input type="checkbox"/> Arabic <input type="checkbox"/> Not sure <input type="checkbox"/> Other language: Any specific accent:
Caller's voice	Calm <input type="checkbox"/> Crying <input type="checkbox"/> Angry <input type="checkbox"/> Slow <input type="checkbox"/> Stutter <input type="checkbox"/> Disguise <input type="checkbox"/> Familiar <input type="checkbox"/> Laughing <input type="checkbox"/> Irrational <input type="checkbox"/> Incoherent <input type="checkbox"/>
Background sounds	Street noises <input type="checkbox"/> House noises <input type="checkbox"/> Cars <input type="checkbox"/> Clear <input type="checkbox"/> Other voices <input type="checkbox"/> PA System <input type="checkbox"/> Airplane <input type="checkbox"/>
Time of call	
If possible, try to ask the following questions and note the answers given.	
"When is it going to explode?"	
"What does it look like?"	
"How will it be detonated?"	
"Did you place the bomb?"	
"What is your name?"	
"Why did you place the bomb?"	
"What does the bomb contain?"	
Once coming off the phone, immediately notify the Principal (or Deputy/Vice Principal if Principal is off site) and MSO, who will inform the Head Guard.	
Time notified and who:	

Appendix D – Child Abduction

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

- a) The person who the report is made to must immediately notify their line manager.
- b) The line manager will then notify the Principal or the Deputy/Vice Principal and the MSO.
- c) Principal will notify the Head Guard and MSO and decide upon the course of action. If the attempted abduction has occurred within the school, an immediate lockdown of the school may be required. This will be initiated by the Principal.
- d) Principal will notify the police as soon as reasonably possible. A review of the CCTV should be conducted immediately by the Head Guard or MSO; this will help to identify any potential perpetrators.
- e) Principal will notify the Head of HSE as soon as possible; this will allow the GEMS Crisis Management Policy to be invoked.

If a person observes what they believe to be suspicious activity, the following should be considered:

- a) Immediately notify a member of the Security Team.
- b) Be cautious and only approach the person if safe to do so.
- c) If possible, mentally note the person and any vehicle they are in, colour, type, registration number etc.
- d) Principal should immediately notify the Police and parents. Also, immediate notification to the Head of HSE. This will invoke the GEMS Crisis Management Policy.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) Conduct investigation with the support of HSE, Safeguarding, and Security Teams. This will include identifying potential witnesses and obtaining statements, reviewing CCTV, analysing sign in logs etc.
- c) Identify students or staff members that may require counselling support.
- d) Review existing processes including any relevant risk assessments.
- e) The Principal, VP Safeguarding, and Head of HSE, in coordination with GEMS Communications Team, to generate and communicate a completed report to relevant stakeholders.

Appendix E – Missing Child

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

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

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

- a) The Trip Leader must be notified immediately.
- b) An immediate sweep of the premises/location must be conducted. If the premises/location have a Security Team, they must be notified immediately. A review of the CCTV will be conducted by the security personnel, to establish the movements of the missing child.
- c) The Trip Leader will notify the Principal to inform them of the situation.
- d) If the missing student is not found following an immediate sweep of the premises/location, the parent/guardian will be notified. It is recommended that no longer than 30 minutes is taken to notify the parent. At this point, the police may also be notified. This will be done in consultation with the parent.
- e) The Principal will notify Head of HSE who will be liaising with the Crisis Coordination Team (CCT), to invoke the GEMS Crisis Management Policy.
- f) The school will support the police during their investigations and provide any necessary information they may have.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) Conduct investigation with the support of HSE, Safeguarding, and Security teams. This will include identifying potential witnesses and obtaining statements, reviewing CCTV, analysing sign in logs etc.
- c) Identify students or staff members that may require counselling support.
- d) Review existing processes including any relevant risk assessments.
- e) Principal, VP Safeguarding, Head of HSE, in coordination with GEMS Communication Team, to generate and communicate a completed report to relevant stakeholders.

Appendix F – Earthquake / Structural Failure

In the event of an earthquake, take cover below the desks/table until the shaking has stopped.

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

- a) Immediately evacuate all persons from the area and if safe to do so, provide any immediate first aid care. Depending upon the severity a whole school evacuation may be required, this will be determined by the Principal. If a whole school evacuation is required, communication should be conducted via the PA system, with clear instructions given.
- b) If an evacuation is required, escape routes will be diverted away from the incident location.
- c) A cross-site or off-site evacuation may be required. Refer to Section 5 of this ERP for details of the school's cross-site or off-site evacuation details.
- d) Contact the emergency services to provide medical and emergency support.
- e) Principal will notify Head of HSE, to invoke the GEMS Crisis Management Policy.
- f) As soon as reasonably possible, and once the location is deemed safe for access, a structural assessment must be carried out. This should be conducted via the GEMS Properties Team, who will appoint a suitable contractor.
- g) The area will only be re-opened following the structural assessment and the confirmation that it is deemed safe by a competent person.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) Conduct investigation with the support of Head of HSE and GEMS Properties Team.
- c) Review existing processes including any relevant risk assessments.
- d) Generate and communicate a completed report to relevant stakeholders. This may include the consultant's structural assessment.

Appendix G – Loss of essential services

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

- a) Principal and SLT are to determine the school impact and decide on the appropriate action. For example, a complete loss of HVAC services during the summer months may necessitate a complete temporary closure of the school.
- b) The Principal will notify Head of HSE who will be liaising with the Crisis Coordination Team (CCT) to invoke the GEMS Crisis Management Policy.
- c) In the event of such a closure, clear communications must be issued to parents of the procedures to collect their children. For students that use STS bus transport services, suitable arrangements will be made for an early collection. Again, this must be communicated to parents so that they are available for a potentially early home drop off. STS will be responsible for communication with bus user parents.
- d) The Principal or MSO will liaise with the Infracare manager to establish the course of action to return the services to normal. Based on the assessment, clear communication should be sent to the parents. GEMS Corporate Communications Team can assist on the communication.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) Review existing processes including any relevant risk assessments.
- c) Principal, Head of HSE in coordination with GEMS Communication Team to generate and communicate a completed report to relevant stakeholders.

Appendix H – Confirmed Legionella Outbreak

An outbreak is defined as ‘two or more confirmed cases of Legionellosis occurring in the same locality within a six-month period.

In the event of two confirmed cases of legionella, the following procedures should be followed:

- a) Immediately report the incident to the Head of HSE.
- b) Head of HSE to report to the local municipality, in line with reporting requirements.
- c) Liaise with EFS to establish potential sources of the bacteria. This may include cooling towers and hot and cold-water systems. Establish any further needs for microbiological and water testing across the school. Review past test results to establish any potential areas of concern.
- d) Liaise with the School Medical Team to establish any potential students/employees that may be showing any symptoms. If any are identified, they should be advised further medical treatment.
- e) Until further testing is conducted, contact authorities (eg. KHDA) and get recommendations from authorities in case of any need to close the school.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) Review existing processes including any relevant risk assessments.
- c) Principal and Head of HSE to generate and communicate a completed report to relevant stakeholders.
- d) Monitor micro biological test results and ensure they remain in line with Municipality requirements.

Appendix I – Active Shooter / Intruder

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

- a) An intruder may be identified initially by a student, staff member or security. Any suspicious activity must be immediately notified to either the nearest staff member, the Head Guard or directly to the Principal.
- b) The Principal must make an immediate assessment of the situation and determine if a lockdown is to be initiated.
- c) To initiate a lockdown the Principal or nominated employee must make a pre-determined announcement over the public address system. It is suggested that schools follow the simple announcement of 'lockdown, locks, lights, out of sight'.
- d) Dependent upon the nature of the incident, the relevant emergency services must be notified immediately and then to Head of HSE. This should be done via the Head Guard, MSO or Principal.
- e) Upon hearing the announcement, all employees must follow their pre-determined lockdown procedures. This includes securing access into rooms, closing window blinds, barricading doors, and positioning all students out of sight. Follow the ALICE technique outlined in *Section 7* of this ERP.
- f) All persons must remain in their lockdown location, until the public address announcement is made. Each school must ensure that they have a pre-determined code phrase, which will indicate the end of the lockdown. It is recommended that the code phrase is changed annually and clearly informed to students and staff.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) Principal will support with any external authority investigations and provide information regarding internal investigations.
- c) Review existing processes including any relevant risk assessments.
- d) Principal, Head of HSE, and VP Safeguarding, in coordination with GEMS Communication Team, to generate and communicate a completed report to relevant stakeholders.

Appendix J – Severe Weather

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

- a) Principal and SLT are to determine the school impact and decide on the appropriate action. This may be dictated by a regulatory body who instruct schools to close due to the severe weather.
- b) If a decision to close the school is made then the appropriate communications must be issued to parents, students, transport services and employees. Students are to be kept in a safe assembly location within the school until student collection can commence.
- c) Students must be immediately removed from any areas which are exposed to particular risk. This could include areas of flooding or areas which could be impacted by high winds. Students must be brought inside to a safe point and remain until safe collection can be arranged.
- d) Refer to the *HSE-POL-22 GEMS Adverse Weather Policy* for guidance.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) The Principal, or competent appointed deputy, will need to assess the school and determine when it can be safely re-opened. Where any structural or facility damage has occurred, confirmation must first be sought from the GEMS Properties Team.
- c) Generate a report for key stakeholders, if required.

Appendix K – Chemical Spillage

Chemical spills can pose serious health and safety risks. In the event of a chemical spillage, the following steps must be taken immediately to ensure the safety of students, staff and the environment:

- a) The Principal, MSO and SLT are to assess the impact of the spillage and decide on the appropriate action. This may include evacuation of certain areas or the full school, depending on the severity and nature of the spill.
- b) If a decision is made to evacuate or close part of the school, the appropriate communications must be issued to parents, students, transport services, and staff. Students are to be kept in the safe assembly location within the school until pickups can commence or it is safe to return.
- c) Students and staff must be immediately removed from any areas where the chemical spill has occurred or where there is potential exposure.
- d) The area must be secured to prevent access until it has been cleaned by trained personnel.
- e) Only trained staff with the appropriate Personal Protective Equipment (PPE) are permitted to manage or clean up the spill.
- f) All chemical spills must be reported, and the incident documented according to school chemical safety procedures.

Following the incident:

- a) Work with GEMS Communication Team to establish methods of communication to parents, students and other stakeholders.
- b) The Principal, or competent appointed deputy, will need to assess the school and determine when it can be safely re opened. Where any structural or facility damage has occurred, confirmation must first be sought from the GEMS Properties Team.
- c) Generate a report for key stakeholders, if required.

Appendix L – GEMS Incident Reporting and Escalation Scale

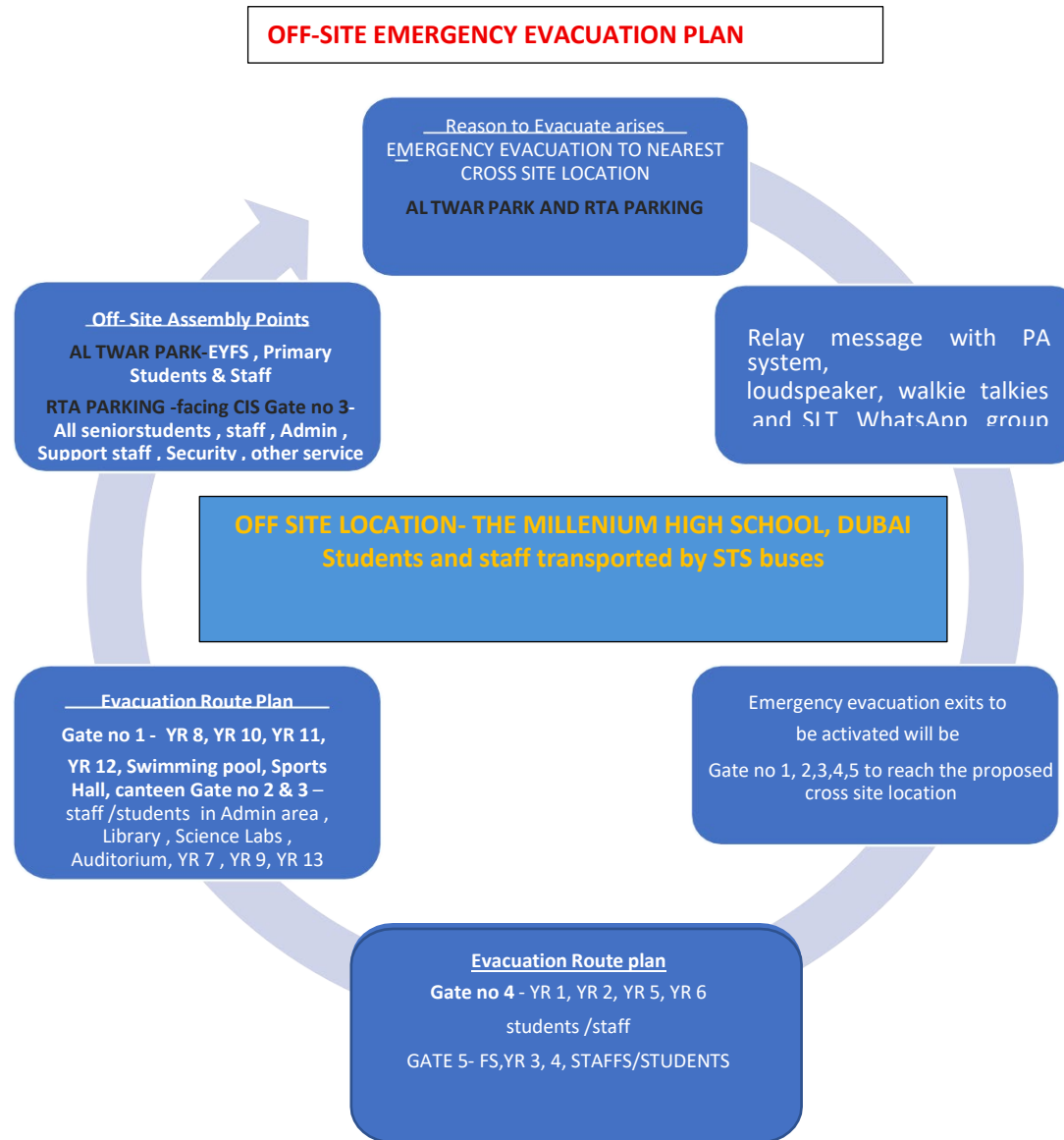
Extracted from GEMS Crisis Management Policy

Definitions	Incident Criticality Level		Incident descriptor	Health and Safety	Communications	Safeguarding	Others
A major and serious incident with sever organisational impact, requiring executive intervention and strategic decision-making.	Gold Level	1	Matter with public interest, major incident	Single or multiple fatalities Major injury requiring hospitalization Permanent injury	An incident that sparks media interest and/or cases that concern the entire community. (ie. death, terror threat, fire, sexual harassment, large-scale outbreak or illness, significant public scandal).	Safeguarding incident leading to a catastrophic impact on brand reputation. This could include allegations against members of GEMS staff, volunteers or services.	Any incident relating to fraud, corruption or bribery. Law enforcement investigation into possible criminal activity at school. Financial crisis or significant financial mismanagement affecting GEMS.
A significant incident disrupting operations but manageable without executive involvement, requiring coordinated response.	Silver Level	2	Matter not affecting public interest or significant incident	Injury requiring external medical treatment Non-permanent injury	An incident that affects the school and the school community. (ie. school closure, sudden departure of a principal/key staff, injury at school etc).	Safeguarding incident that requires external agency reporting and notification to the GEMS Central Safeguarding Team (CST).	Any other incident that is notifiable to a Regulator and is not criticality Level 1 (eg. environmental hazard, regulatory non-compliance that does not have public consequences).
Locally managed incidents at schools, with the potential to escalate into a more critical situation.	Bronze Level	3	Incident	Minor injury that does not require any external medical treatment	An incident that impacts students and/or staff that can damage the school’s reputation or GEMS brand if not managed well.	Safeguarding incident that is reported, investigated and managed by the school, that warrants only limited GEMS involvement from the CST.	Information security breach affecting company information / property which would disrupt our ability to function.
		4	Anomaly	Near miss incident	An incident that could hurt the school brand and GEMS reputation (ie. inappropriate material, minor accident, bullying etc).	Safeguarding incident that is reported, investigated and managed by the school, with no further actions being required and does not warrant involvement of the CST.	Information security breach or weakness which has minimal impact to GEMS and recovery can be scheduled to an appropriate time without negatively impacting the business function.

Appendix M – Guidance on Assembly Points

Assembly Point	Cross-site location (if one is available to the school)	Off-Site venue
<p>Assembly points must be a designated open area on the school grounds (eg. sports field). Should be:</p> <ul style="list-style-type: none"> ▪ Accessible, safe, spacious ▪ Suitable for short-term evacuation 	<p>Cross-site locations are a designated area on the far side of the same school (eg. adjacent campus), if available. Should be:</p> <ul style="list-style-type: none"> ▪ Accessible, safe, spacious ▪ Preferably shaded or indoors if possible ▪ Easily reachable by walking 	<p>A school's designated off-site venue is to be an external location (eg. another school, community centre) that is:</p> <ul style="list-style-type: none"> ▪ Indoors with safe drinking water and washrooms ▪ Safe, spacious, and accessible by walking or bus (consider splitting age groups if appropriate)
<p>Use the assembly point for evacuations, as long as:</p> <ul style="list-style-type: none"> ▪ Threat is localised (eg. minor fire in one block) and assembly point is positioned away from the threat. ▪ Assembly point is accessible and safe (consider risk of exposure to high heat or dusty conditions). ▪ Evacuation is not expected to be prolonged. 	<p>Move to cross-site evacuation if:</p> <ul style="list-style-type: none"> ▪ Main assembly point is positioned close to existing threat. ▪ Main assembly point is inaccessible, unsafe, or unusable. ▪ Evacuation is expected to be prolonged, and the cross-site location is a better option. 	<p>Move to off-site evacuation if:</p> <ul style="list-style-type: none"> ▪ Whole school is affected or unsafe (eg. major fire, school-wide bomb threat) ▪ Prolonged evacuation is expected (eg. gas leak) ▪ Instructed by authorities (eg. Civil Defence, Police). ▪ Cross-site location is not viable, as it's also at risk, inaccessible, or unprepared to receive evacuees. ▪ No cross-site option exists.
<ul style="list-style-type: none"> ▪ Alert given via audible building alarm or PA system. ▪ All occupants evacuate in line with the school's <u>Fire Evacuation Plan</u>. 	<ul style="list-style-type: none"> ▪ Relay message with either PA system, loudspeaker, walkie talkies, emergency WhatsApp group "Switching to cross-site assembly points". ▪ All occupants evacuate in line with the school's <u>Fire Evacuation Plan</u>. 	<ul style="list-style-type: none"> ▪ Relay message with either PA system, loudspeaker, walkie talkies, emergency WhatsApp group "Switching to off-site assembly points". ▪ All occupants evacuate in line with the school's <u>Fire Evacuation Plan</u>: <ul style="list-style-type: none"> – For example, Nursery/Pre-KG to Year 3/Grade 2 students transported via school buses. Request STS to arrange buses if required. – For example, Year 4/Grade 2 and above proceed by walking for nearby venue or via buses.
<ul style="list-style-type: none"> ▪ If situation resolves in a timely manner and "All Clear" given, students/staff return to building. ▪ PRE emails parents informing them of evacuation. 	<ul style="list-style-type: none"> ▪ If situation resolves in a timely manner, all students/staff return safely back to school. ▪ PRE emails parents informing them of evacuation. 	<ul style="list-style-type: none"> ▪ SSC to send email/SMS to parents notifying them of the off-site evacuation. ▪ If situation resolves in a timely manner, all students/staff return safely back to school. ▪ SSC to support school by sending message to inform parents of the off-site evacuation. ▪ If there is no time to safely return to school by end for school day, remain at venue and contact SSC. SSC to support school and send message to parents advising them of collection arrangements.

Appendix N – Site Evacuation Maps



CIS- OFF SITE EVACUATION PLAN



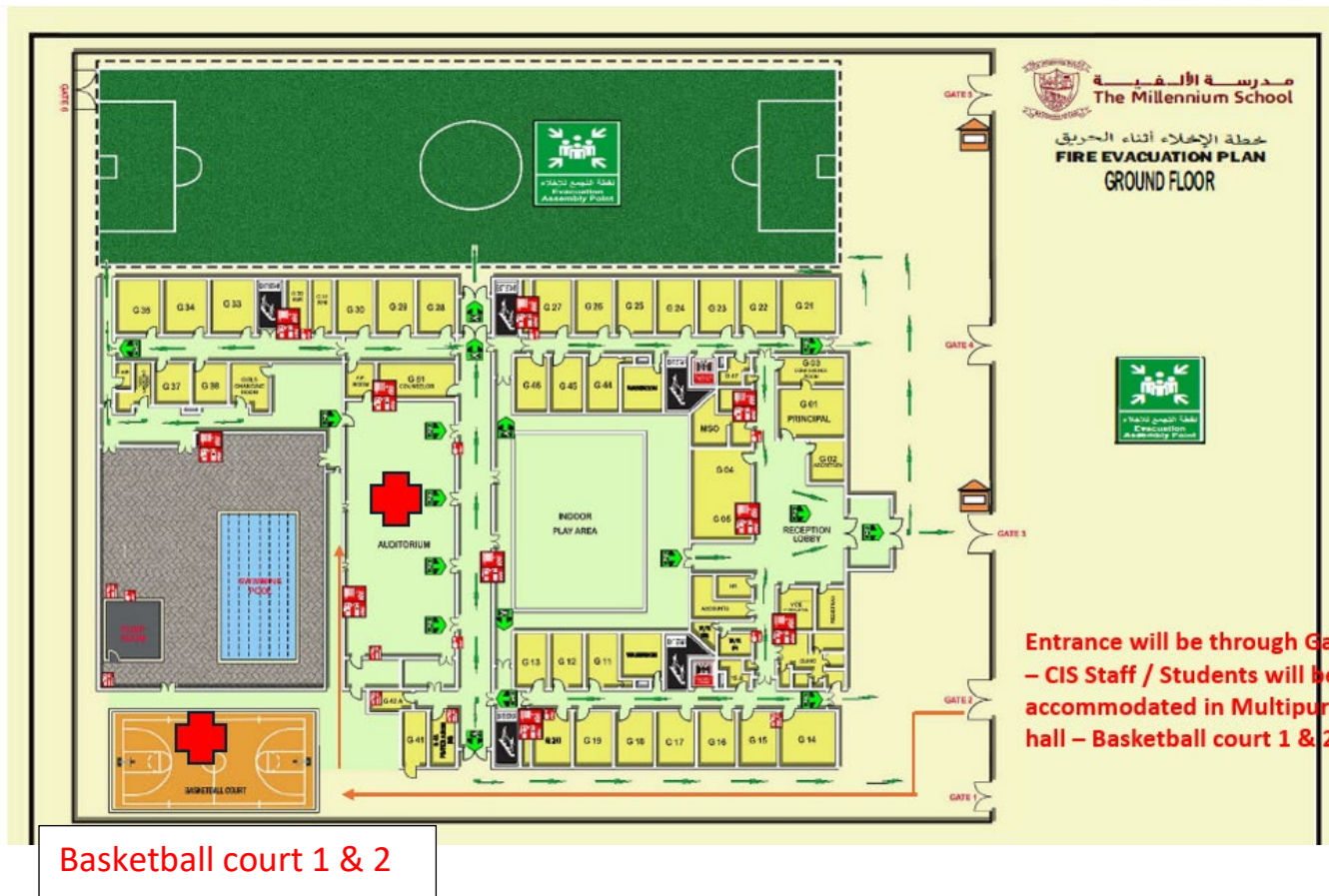
CIS OFF-SITE EVACUATION LOCATION

Location Map – The Millennium School- Dubai



https://www.google.ae/maps/place/The+Millennium+School,+Dubai/@25.285701,55.3677204,15z/data=!4m2!3m1!1s0x0:0xd1590ab4be45acb?sa=X&ved=0ahUKFwiuq_6qnKiRAhWHKcAKHa07C7eQ_BIIdDAL

OFF-SITE EVACUATION PLAN- The Millennium School, Dubai





CIS EMERGENCY RESPONSE TEAM CONTACT

CIS Emergency Response Team Contact		
Designation	Full Name	Contact Number (s)
Principal (Emergency Team Lead)	Stephen Brecken	0589713495
Vice Principal	Lourdina Franco	0503600104
Head of Primary	Philip Yates	0503828543
Head of Secondary	Peter Hart	0583173653
MSO	Padmanabhan Padingatil	0506754386
Emergency Team Member 1	Lindsey Yarwood	0505527667
<u>CIS Coordination Team</u>		
Designation	Full Name	Contact Number
Deputy MSO	Mimo George	0555984254
Admin	Devanand	0567287093
Head Guard – Gate No 3	Gurpreet Singh	0526937860
Deputy Guard	Victor Black	0552237849
Foreman	Preetha Manoj	0507026038
MST	Pradeep	0547138517



TMS EMERGENCY RESPONSE TEAM

Designation	Full Name	Contact Number
MSO	Alex Thomas Roshan	050- 3031633
AFM	Nayana Kumar	050- 4543098
Admin	Sreejith P.S.	052- 6741497
Head Guard	Head Guard	050- 959 4412