BUSINESS CONTINUITY PLAN
FOR
ST.ANDREW'S COF E PRIMARY SCHOOL

ALL SAINTS
ACADEMY TRUST

	NAME	CONTACT DETAILS
EXECUTIVE HEADTEACHER	Bridgette Gough	01787 475699 head@st-andrewscofe.com
DEPUTY HEADTEACHER	Sarah Rowe – St. Andrews	01787 475699 admin@st-andrewscofe.com
CHAIR OF THE TRUST	Mike Gee	mgee@asat-cofe.com
Date: ……………………… Signed: ……………………………………………………..		

Detailing arrangements for:
- Incident Management
- Buisness Continuity
- Recovery and Resumption of Normal School Activities

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1.0 About this Plan

1. Document Control

Date	Revision/Amendment Details & Reason	Author

2. Plan Purpose

To provide a flexible response so that All Saints Academy Trust can:
- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

Examples of critical incidents impacting on schools include:
- Death or serious injury of a pupil/ member of staff in school or on a school trip
- Child protection incident
- Events which result in higher than normal absences
- Major fire
- Building collapse
- Natural disaster, such as flooding
- Missing person(s)/abductions
- Intense media interest

3. Plan Scope

The following are covered by this Plan:

- teaching
- learning support
- pastoral care in the school environment
- midday supervision
- school administration
- catering
- out of hours clubs
- school trips
- lettings
- governance

The following premises are covered by this Plan:

- St Andrew's CofE Primary School building and play areas

1.4
Revision amendments

Version	Amendments	Date

1.5 Plan Owner

The School Business Manager is this Plan's Owner and is responsible for ensuring that it is maintained, exercised and updated in accordance with School Policy for reviewing business continuity / emergency / critical incident / response plans.

1.6 Plan Distribution

This Business Continuity Plan is distributed as follows:

NAME	ROLE	ISSUE DATE	PLAN REF NO
Bridgette Gough	Headteacher	1.2.2021	
Sarah Rowe	Deputy Headteacher	1.2.2021	
Claire Williams	SLT	1.2.2021	
Amanda Collister	SLT	1.2.2021	
Roxanne Benson	SLT	1.2.2021	
Debbie Hill	School Business Manager	1.2.2021	
Chris McLelland	Site Manager	1.2.2021	
Jackie Lawman	Office Manager	1.2.2021	
Mike Gee	Chair of Trust	1.2.2021	

1.7 Plan Storage

All parties on the distribution list above, are required to **safely** and **confidentially** store a copy of this plan at their regular place of work **and** off-site i.e. at home/ in vehicles (if appropriate) / in grab bags.

1.8 Plan Review Schedule

This Plan will be updated as required and formally reviewed in line with the School's review timetable.

When	By	Date completed
Every three years	School Business Manager	1st February 2021

2.0 Plan Activation

2.1 Circumstances

This Plan will be activated in response to an incident causing significant disruption to the School, particularly the delivery of key/critical activities.

Examples of circumstances triggering activation of this Plan include:

- Loss of key staff or skills e.g. above normal levels of absenteeism due to illness or other scenarios such as severe weather, transport disruption
- Loss of critical systems e.g. ICT failure, power outage
- Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency with the School in the Emergency Service's cordon preventing access, School facilities in use for General/Local Elections, severe weather scenarios or utilities failure
- Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical school activity such as catering provider or providers of transport e.g. for SEN pupils

2.2 Responsibility for Plan Activation

The Head Teacher or a member of the nominated **School Incident Management Team**[1] will normally activate and stand down this Plan.

2.3 Escalating a Serious/Critical Incident

All serious incidents or incidents affecting the physical infrastructure of the school should be reported to Essex County Council via the two numbers listed below

Schools Communications Team Email: schools.communication@essex.gov.uk	01245 434745	Office Hours (9am – 5pm)
Emergency Duty Service (EDS)	0345 6061212	Out of Hours (5pm – 9am) and at weekends and Bank Holidays

If the incident is deemed to be of a 'critical' nature, the Incident Management Plan will be activated and other Council Services as well as the Department of Education should be notified to respond as appropriate.

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[1] *See Section 3.1 for the responsibilities for your School Incident Management Team*

2.4 Activation Process

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                        ┌─────────────────────┐
                        │   Incident occurs   /
                        └──────────┬──────────┘
                                   │
                                   ▼
        ┌──────────────────────────────────────────────┐     ┌─────────────────┐
        │ School Incident Management Team (SIMT) alerted │ ┄┄> │ If unavailable,  │
        │              to the incident                   │     │ an appropriate   │
        └───────────────────────┬────────────────────────┘     │ Deputy should    │
                                │                               │ be alerted       │
                                ▼                               └─────────────────┘
        ┌──────────────────────────────────────────────┐
        │ Steps taken to assess the scale, severity and │
        │           impact of the incident              │
        └───────────────────────┬────────────────────────┘
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┌──────────────────┐      ┌──────────────┐      ┌──────────────────┐
│ Incident has     │ <──> │   Monitor    │ <──> │ Incident has     │
│ little or        │      │  situation   │      │ significant      │
│ no impact on     │      │              │      │ impact on        │
│ critical         │      │              │      │ critical         │
│ functions        │      │              │      │ functions        │
└────────┬─────────┘      └──────────────┘      └────────┬─────────┘
         ◇ Yes                                           ◇ Yes
         │                                               │
         ▼                                               ▼
┌──────────────────┐                          ┌──────────────────┐
│ Continuity Plan  │                          │ Activate         │
│ not activated    │                          │ Continuity Plan  │
└──────────────────┘                          │ and utilise      │
                                              │ appropriate      │
                                              │ business         │
                                              │ continuity       │
                                              │ strategies       │
                                              └────────┬─────────┘
                                                       │
          ┌──────────────────┐                        ▼
          │ Ensure key       │              ┌──────────────────┐
          │ decisions and    │ <─────────── │ Inform key       │
          │ actions are      │              │ stakeholders of  │
          │ logged           │              │ plan activation  │
          └────────┬─────────┘              │ and undertake    │
                   │                        │ appropriate      │
                   ▼                        │ communication    │
          ┌──────────────────┐              │ actions          │
          │ Incident         │              └──────────────────┘
          │ Management       │
          │ Actions          │
          └────────┬─────────┘
                   │
                   ▼
          ┌──────────────────────┐
          │ Business Continuity  │
          │ Actions              │
          └──────────┬───────────┘
                     │
                     ▼
          ┌───────────────────────────┐
          │ Recovery and Resumption   │
          │ Actions                   │
          └───────────────────────────┘
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TIME   TIME   TIME   TIME   TIME ───────►

3.0 Roles and Responsibilities

3.1 School Incident Management Team

Role	Responsibilities	Accountability / Authority
Headteacher	- Senior responsible owner of Business Continuity Management in the School - Ensuring the School has capacity within it's structure to respond to incidents - Determining the School's overall response and recovery strategy - Business Continuity Plan development - Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc - Involving the School community in the planning process as appropriate - Plan testing and exercise - Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved - Training staff within the School on Business Continuity - Embedding a culture of resilience within the School, involving all staff and pupils	The Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis.
School Incident Management Team *(including Headteacher & Business Continuity Co-ordinator)*	- Leading the School's initial and ongoing response to an incident - Declaring that an 'incident' is taking place - Activating the Business Continuity Plan - Notifying relevant stakeholders of the incident, plan activation and ongoing response actions - Providing direction and leadership for the whole School community - Undertaking response and communication actions as agreed in the plan - Prioritising the recovery of key activities disrupted by the incident - Managing resource deployment - Welfare of Pupils - Staff welfare and employment issues	The School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

The following Staff have been identified as the School's Incident Management Team:

Role	Name	Telephone No.
Headteacher – Lead the action plan	Bridgette Gough	07939 435931
Liaison with Essex LA Monitor and review procedures and actions Liaise with Press	Mike Gee	07788 218046
Support the Head in leading the action plan	Sarah Rowe	07929 731103
Inform all staff of incident – Communications. Identify vulnerable individuals (students and staff)	Sarah Rowe	07929 731103
Oversee safety of children KS2	Claire Williams	07889 744860
Oversee safety of children KS1	Amanda Collister	07824 641165
Oversee safety of staff/visitors	Roxanne Benson	07951 258252

See appendix C for list of specific duties, Immediate Action Plan and List of First Aiders

3.2 Additional Response and Recovery Roles

Depending on the circumstances of the incident, it may be necessary to activate one or all of the roles described below.

Role	Responsibilities	Accountability / Authority
Incident Loggist (record keeper)	▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately	Reporting directly to the Headteacher or School Incident Management Team.
Media Coordinator	▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with Essex County Council's Press Office to inform media strategy	The Media Co-ordinator should assist with providing information to the Press Office but should not undertake direct contact with Media.

Stakeholder Liaison	▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all):
	   o Governors
	   o Parents/Carers/carers
		All communications activities should be agreed by the School Incident Management Team. Information sharing should be approved by the Headteacher (or School

	o Key Essex County Council Services o School Crossing Patrol o School Transport Providers o External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc	Incident Management Team if the Headteacher is unavailable).
Facilities Manager	▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the School Incident Management to advise on any issues relating to the school physical infrastructure ▪ Lead point of contact for any Contractors who may be involved in incident response	Reporting directly to the Headteacher or School Incident Management Team.
ICT Coordinator	▪ Ensuring the resilience of the School's ICT infrastructure ▪ Liaison with Essex County council ICT support or external providers (if applicable) ▪ Work with the Business Continuity Coordinator to develop proportionate risk responses	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the School Incident Management Team.
Recovery Coordinator (Chair of Governors)	▪ Leading and reporting on the School's recovery process ▪ Identifying lessons as a result of the incident ▪ Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development	Is likely to already be a member of the School Incident Management Team, however will remain focussed on leading the recovery and resumption phase. Reports directly to Headteacher.

The following School staff have been identified as people who may be able to undertake additional roles in your response to an incident:

Name	Role	Contact Details
Mark Fuller	ICT Coordinator	01376 556360

3.3 The Role of Trustees

Role	Responsibilities	Accountability / Authority
Board of Trustees	▪ Working in partnership with the Headteacher to provide strategic direction in planning for and responding to disruptive incidents ▪ Undertaking actions as required to support the School's response to a disruptive incident and subsequent recovery ▪ Acting as a 'critical friend' to ensure that the School Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable ▪ Monitoring and evaluating overall performance in developing School Resilience and reporting to Parents/Carers	Liaison with the Headteacher or School Incident Management Team in response to a crisis. Reporting progress in developing Business Continuity Plans to Parents/Carers

4.0 Incident Management

> **Turn immediately to Section 5.0 for pre-planned incidents or slowly developing scenarios that are not 'no notice' emergencies but have the potential to disrupt School activities e.g. computer virus, flu pandemics, a pre - planned strike, forecast for heavy snow or a power outage etc**

4.1 Purpose of the Incident Management Phase

The purpose and priorities for this phase are to:

- Protect the safety and welfare of pupils, staff, visitors and the wider community
- Protect vital assets e.g. equipment, data, reputation
- Ensure urgent and necessary communication takes place
- Support the Business Continuity phase
- Support the Recovery and Resumption phase

4.2 Incident Management Actions

	ACTION	FURTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
1.	Make a *quick* initial assessment: ■ Survey the scene ■ Assess (i.e. scale/severity, duration & impact) ■ Disseminate information (to others)	Gather and share information to facilitate decision-making and enhance the response *A full impact assessment form can be found in Appendix A*	☐
2.	Call the Emergency Services (as appropriate)	**TEL: 999** Provide as much information about the incident as possible	☐
3.	■ Evacuate the School building, if necessary. ■ Consider whether it may be safer or better for the welfare of pupils to stay within the School premises and congregate at a relative place of safety indoors. ■ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical School activities ■ Notify relevant stakeholders of site evacuation	■ Use normal fire evacuation procedures for the School ■ Consider arrangements for staff/pupils with special needs ■ If the decision is to stay within the School, ensure the assembly point is safe and take advice from Emergency Services as appropriate. ■ Office Manager to exit with 'Grab Bag' – See contents list (Appendix H)	☐

	ACTION	FURTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
4.	Ensure all Pupils, Staff and any School Visitors report to the identified Assembly Point.	The normal **Assembly poi**nt for the School is: the front school field and back playground. The **alternative Assembly Point** for the school is: The Ramsey field	☐
5.	Check that all Pupils, Staff, Contractors and any Visitors have been evacuated from the building and are present. Consider the safety of all pupils, staff, contactors and Visitors as a priority	Use all the sign in books for • Staff • Governors • Visitors • Staff in/out board • Pupil contact folders for each year group.	☐
6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	☐
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	☐
8.	Identify School Incident Management Team to undertake specific emergency response roles	*Information on roles and responsibilities can be found in Section 3.0*	☐
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	*The Log template can be found in Appendix A*	☐
10.	Where appropriate, record names and details of any staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping	This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident	☐
11.	▪ Take further steps to assess the impact of the incident ▪ Agree response / next steps	Continue to record key decisions and actions in the incident log *The impact assessment form can be found in Appendix B.*	☐
12.	Log details of all items lost by Pupils, Staff, Visitors etc as a result of the incident, if appropriate	*A form for recording this information is in Appendix C*	☐

	ACTION	FURTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
13.	Consider the involvement of other Teams, Services or Organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance	Depending on the incident, the following Teams in ECC may be approached to assist with incident management: ▪ Essex HR – if a counselling service is required for anyone within the schools community ▪ Health and Safety Advisory service ▪ Emergency Planning Officer ▪ Executive Director ▪ Cabinet member	☐
14.	If appropriate, arrange contact with the Council Press Office via Management Support for Schools.	Establish a media area if necessary.	
15.	Assess the key priorities for the remainder of the working day and take relevant action	Consider actions to ensure the health, safety and well-being of the School community at all times. Consider your business continuity strategies i.e. alternative ways of working, re-location to your recovery site etc to ensure the impact of the disruption is minimised. *Business Continuity Strategies are documented in Section 5.3* Consider the School's legal duty to provide free school meals and how this will be facilitated, even in the event of emergency school closure.	☐
16.	Ensure Staff are kept informed about what is required of them	Consider: ▪ what actions are required ▪ where staff will be located ▪ Notifying Staff who are not currently in work with details of the incident and actions undertaken in response	☐

	ACTION	FURTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
17.	Ensure Pupils are kept informed as appropriate to the circumstances of the incident	Consider communication strategies and additional support for pupils with special needs. Consider the notification of pupils not currently in school i.e. ▪ update website ▪ send text message to all parents ▪ email parents who have supplied an email address.	☐
18.	Ensure Parents/Carers are kept informed as appropriate to the circumstances of the incident. Parents/carers of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date.	Agree arrangements for parents/carers collecting pupils at an appropriate time Consider how emergency communication needs will be established ▪ update answerphone ▪ update website daily ▪ send text message to alert parents to crucial up-to-date information ▪ email parents (who have supplied an email address) to alert them to crucial information.	☐
19.	Ensure Trustees are kept informed as appropriate to the circumstances of the incident	Send out a daily email to staff and Trustees.	☐
20.	Consider the wider notification process and the key messages to communicate	Inform Essex radio and speak to the local Newspaper e.g. the Evening Echo. Depending on the nature of the incident inform local television (speak to Communications team at Essex County Council beforehand).	☐
21.	Communicate the interim arrangements for delivery of critical School activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate Send out a daily email to staff and Trustees. Update the school website daily.	☐
22.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident *The Financial Expenditure Log can be found in Appendix D*	☐
23.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance Policy details can be found filed in the Insurance documents file on the book shelf of the Admin Office.	☐

	ACTION	FURTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
24.	Ensure recording process in place for staff/pupils leaving the site	Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required	☐

5.0 Business Continuity

5.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption. This may involve activation of one or more of your business continuity strategies to enable alternative ways of working. During an incident it is unlikely that you will have all of your resources available to you, it is therefore likely that some 'non critical' activities may need to be suspended at this time.

5.2 Business Continuity Actions

	ACTION	FURTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	Identify any other stakeholders required to be involved in the Business Continuity response	Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities, this may require the involvement of external partners	☐

2.	Evaluate the impact of the incident	Take time to understand the impact of the incident on 'business as usual' School activities by communicating with key stakeholders to gather information.
		
		Consider the following questions:
		▪ Which School activities are disrupted?
		▪ What is the impact over time if these activities do not continue?
		▪ Would the impact be:
		   o Manageable? ☐
		   o Disruptive? ☐
		   o Critical? ☐
		   o Disastrous? ☐
		▪ What are current staffing levels?
		▪ Are there any key deadlines approaching?
		▪ What are your urgent recovery objectives?
		▪ What resources are required to recover your critical activities?
			☐

	ACTION	FURTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
3.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3)	Consider: ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement Produce an action plan for this phase of response.	☐
4.	Log **all** decisions and actions, including what you decide **not** to do and include your decision making rationale	Use the Decision and Action Log to do this. *The log template can be found in Appendix A*	☐
5.	Log all financial expenditure incurred	*The Financial Expenditure Log can be found in Appendix D*	☐
6.	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	☐
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	☐
8.	Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Parents/Carers, Trustees, Suppliers, Local Authority, Central Government Agencies etc.	☐

5.3 Business Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	Use of HLTA's – covered in house. Use of Agency Staff via Feering Primary School 01376 570296
2.	Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities, this may involve identifying deputies, job shadowing, succession planning and handover periods for planned (already known) staff absence e.g. maternity leave	On-going – SLT development as SIP – 2 Assistant HT's? I have taken out the bit about the NPQH's but didn't know what you wanted in regards to AHT's

3.	Using different ways of working to allow for reduced workforce, this may include: • Larger class sizes (subject to adult to child ratios) • Use of Teaching Assistants, Student Teachers, Learning Mentors etc • • Virtual Learning Environment opportunities • Pre-prepared educational materials that allow for independent learning • Team activities and sports to accommodate larger numbers of pupils at once	7 HLTA's in school Use of part-time teaching staff for emergencies. 3 Teachers. Use of shared staff from Feering - SENCo
4.	Suspending 'non critical' activities and focusing on your priorities	✓
5.	Using mutual support agreements with other Schools	Link with Feering
6.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	✓

	Arrangements to manage denial of access to your premises or loss of utilities	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the School premises portfolio	Able to relocate/isolate classrooms. Emergency tape etc.
2.	Using mutual support agreements with other Schools	Link with Ramsey Academy
3.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises	Ramsey School hall/ Leisure Centre/ Queens Hall
4.	Virtual Learning Environment opportunities	
5.	Off-site activities e.g. swimming, physical activities, school trips	Contact with staff managing trip/swim to be made. Mobile numbers part of Risk Assessment.

	Arrangements to manage loss of technology / telephony / data / power	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Back–ups of key school data e.g. CD or Memory Stick back–ups, photocopies stored on and off site, mirrored servers etc	A back up from the previous evening of all servers is stored in the Caretaker's house overnight.
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc	✓
3.	Flexible lesson plans	✓

4.	Emergency power e.g. Uninterruptible Power Supply (UPS), generator	Alternative provision in place- Dale Hire
5.	Emergency lighting	In Place – lasts for 24 hrs

	Arrangements to mitigate the loss of key suppliers, third parties or partners	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Pre-identified alternative suppliers	In place
2.	Ensuring all external providers have business continuity plans in place as part of contract terms	Brakes ICT – covered
3.	Insurance cover	Zurich Policy No. KSC-242095-0853 01252 387 8083
4.	Using mutual support agreements with other Schools	Ramsey Academy Feering Primary School
5.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	School Closure Procedures Using remote access to: ParentMail, From any location log-in Office Manager/EHT

6.0 Recovery and Resumption

6.1 Purpose of the Recovery and Resumption Phase

The purpose of the recovery and resumption phase is to resume 'business as usual' working practises for the School as quickly as possible. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. from a different location.

6.2 Recovery and Resumption Actions

	ACTION	FURTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	Agree and plan the actions required to enable recovery and resumption of normal working practises	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.	☐
2.	Respond to any ongoing and long term support needs of Staff and Pupils	Depending on the nature of the incident, the School Incident Management Team may need to consider the use of Counselling Services	☐
3.	Once recovery and resumption actions are complete, communicate the return to 'business as usual'.	Ensure all staff are aware that the business continuity plan is no longer in effect. Ring staff using staff contact list. Text and email parents – update the website.	☐
4.	Carry out a 'debrief' of the incident with Staff (and possibly with Pupils). Complete a report to document opportunities for improvement and any lessons identified	The incident de-brief report should be reviewed by all members of the School Incident Management Team and in particular by the Business Continuity Coordinator to ensure key actions resulting from the incident are implemented within designated timescales. Governors may also have a role in monitoring progress in completing agreed actions to further develop the resilience of the School.	☐
5.	Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan is read by all members of the Business Continuity Team	☐

7.0 Appendices

	Content
A	Log Template
B	Impact Assessment Form
C	School Incident Action Plan
D	List of First Aiders
E	Checklist for Critical Incident Management Plan
F	Lost Property Form
G	Financial Expenditure Log
H	Contents of Emergency Box / 'Grab bag'
I	Risk Identification, Evaluation and Management Matrix
J	Incident Management Decision-Making Tool
K	Staff Contact List
L	Key Contacts List
M	Supplier List

Log of Events, Decisions and Actions

Completed by		Sheet Number	
Incident		Date	

Time	Log Details
24hr clock	

Appendix B	

Impact Assessment Form			
Completed By		Incident	
Date		Time	

Question	Logged Response
How were you made aware of the incident?	
What is the nature of the incident? (e.g. type, location & severity)	
Are there any staff or pupil casualties or fatalities? (Complete casualty / fatality sheets if needed)	
Have the Emergency Services been called?	
Is the incident currently affecting School activities? If so, which areas?	
What is the estimated duration of the incident?	
What is the actual or threatened loss of workforce?	Over 50% ☐ 20 – 50% ☐ 1 – 20% ☐
Has access to the whole site been denied? If so, for how long? (provide estimate if not known)	
Which work areas have been destroyed, damaged or made unusable?	
Is there evidence of structural damage?	

Question	Logged Response
Which work areas are inaccessible but intact?	
Are systems and other resources unavailable? (include computer systems, telecoms, other assets)	
If so, which staff are affected by the ICT disruption and how?	
Have any utilities (gas, electricity or water) been affected?	
Is there media interest in the incident? (likely or actual)	
Does the incident have the potential to damage the School's reputation?	
Other Relevant Information	

Appendix C

School Incident Action Plan

Examples of critical incidents impacting the school:

- Major Fire   Building Collapse   Natural Disaster   Terror Attack

Immediate Action Plan:

Action	By Whom
Establish a basic overview of the incident	Bridgette Gough / Chris Mclelland
Take immediate action to safeguard pupils, staff and visitors	School's Incident Management Team
Assign members of staff to relevant School Emergency Management Team (SIMT) roles	Confirm with staff but already in place
Contact Emergency Services	Sarah Rowe
Ensure Safety of Children – KS1. Evacuate the building *relocate as necessary	Amanda Collister
Ensure Safety of Children – KS2. Evacuate the building *relocate as necessary	Claire Williams
Ensure Safety of Staff/Visitors. Evacuate the building *relocate as necessary	Roxanne Benson / Debbie Hill / Jackie Lawman
Trigger support from LA - Contact ECC Communications Team/Emergency Duty Service	Mike Gee
Set up an incident management area and dedicated phone line for anxious parents	Debbie Hill / Jackie Lawman / Chris McLelland
SLT to agree factual statement to avoid speculation	Bridgette Gough / Sarah Rowe
Contact families affected	
Make arrangement to inform other parents	
Inform pupils	Class Teachers
Inform anyone off site of situation if applicable	Chris McLelland
Deal with media	Mike Gee / Sarah Rowe

The following Staff are qualified to administer first aid:

Lisa Press	Karen Root
Julie Holloway	Corinne French
Suzanne Thompson	Celine Toms
Michelle Gower	Diane Bryant
Sam Higgins	Jane Roche
Nancy Lewis	Julie Carter
Lou Lucas	Katie Pook

Appendix E: Checklist for Critical Incident Management Plan

Initial Actions: Day 1

Action	Information, Notes & By Whom
Gather and record accurate information **What** has happened? **Who** was involved? **When** did it happen? **How** did it happen?	It is important to establish the facts otherwise rumours may take over and add to the distress of those involved. Specific details should include the names of everyone involved including any children/staff from other schools/settings. **By Whom : Site Manager/Headteacher**
Contact the affected family Find out their wishes Establish clear line of communication Plan further contact.	Contact should be made with family or families within the school community who are directly affected by the incident within 24 hours if possible. The nature of the contact should be guided by the wishes of the family although it may involve a home visit by staff representatives to extend sympathy. In some cases it may involve planning for return to school of bereaved children. **By Whom : Headteacher**
Assess the situation and provide immediate emergency response	When an incident takes place on or beside school premises an emergency response may involve: ensuring immediate safety of all students and adults; contacting emergency services; administering first aid. **By Whom : Headteacher/Site Manager/Office Staff/First Aiders**
Notify the Local Authority of Critical Incident via Schools Communication Team (01245 434745)	By calling this number the Schools Communication Team will run through for you the various Local Authority services that may be of use to you including the Critical Incident Team via the Educational Psychology Service. **By Whom : Assistant Head Teacher / Member of Senior Leadership Team**
Ensure a dedicated emergency telephone line is operational ……………………………..	During major incidents phone lines may become jammed. Agree on which phone line is to be kept open for outgoing and incoming emergency calls. Swap mobile phone numbers with key agencies. **By Whom : Anyone involved with the incident**
Contact school governors and outside agencies	An Emergency Contact List should be collated in advance and kept in an accessible location. **By Whom : Office Staff**
Alert the Media team	Support can be given by the press office on the preparation of an official statement. Individuals should be strongly discouraged from talking to the media as partial information, speculation and personal opinion can cause significant distress to families, especially when inaccurately reported; this is also true of information posted on social networking sites.

	By Whom : Headteacher
Convene a meeting to brief the Critical Incident Management Team to: • Brief the team • Make specific plans • Delegate roles and responsibilities	Depending on the incident it may be advisable to meet the evening before or early in the morning to ensure a plan is in place for the school day. At this meeting determine what information is to be shared beyond the group and with whom (in sensitive cases this may involve liaison with the family). **By Whom : Headteacher / Senior Leadership Team**
Establish procedure for informing/ briefing staff to Inform about the incident Discuss plans for the day Discuss how to support students (and each other)	It is important that staff receive accurate facts and are kept updated. This may require two separate groups to allow supervision of students. The meeting would normally be led by the head teacher or senior member of staff. It may be helpful / appropriate for an EP, a member of the clergy or a police officer to have some input to this meeting. Staff should be given advice and share ideas on how best to support students during this time **By Whom : Headteacher**
Establish procedure for informing students In groups In a familiar environment From people they know and trust	Whole school announcements should be avoided. Students should be informed in class or tutor groups by people they know and trust. Outside professionals can provide advice and support to staff where needed. Students who are likely to be particularly affected (e.g. close friends of a deceased pupil) should be told separately first. **By Whom : Class Teacher**
Compile a list of vulnerable students and adults	Vulnerable individuals (students and staff) need to be identified and monitored. Additional support may be put in place either from adults or peers. Staff can be reminded that their colleagues may need some additional support such as a phone call later that evening **By Whom : SEN Lead / Emotional Support Leads / SLT**
Plan adjustments to the day and in school support including whole school activities class/tutor group activities quiet room with support	General principles include keeping routines as normal as possible; adapting the tasks to reduce stress and providing opportunities to express feelings in a safe, supportive environment. Where potential impact is considered severe and affects large numbers of students in class support sessions may be appropriate. An EP may support this by offering advice or by co-facilitating the session. **By Whom : Headteacher**
Establish a procedure for informing parents / carers By letter In a meeting	Depending on the nature and timing of events parents may already be aware of the incident. An appropriate letter should be compiled to be sent home with pupils. It may be appropriate to involve outside agencies, such as the police, clergy or EPs. EPs can assist with the drafting of communication to parents or refer to examples for ideas of how to structure the information. Have your own school draft letter that can be adapted and personalised if required. **By Whom : Headteacher / Office Staff**

Arrange for staff to meet at the end of the day to debrief and plan for following day	Although already an emotionally exhausting day it is important for staff to meet for a short session at the end. This gives an opportunity for an update on any developments (including any specific concerns that have arisen), allows planning for next day and provides an opportunity to talk things through with others, offering emotional support, after a difficult day. By Whom : Headteacher / SLT

Further Actions: Day 2 onwards

Action	By Whom Information & Notes
Convene a meeting of Critical Incident Management Team to ☐☐consider any new developments ☐☐actions and events to date ☐☐plan for the day ☐☐identify tasks/ assign roles	Sometimes the first day appears quite calm as people may be in shock. Day 2 can present more issues as events begin to sink in so it is important to meet each day until the school returns to normal functioning. By Whom : Headteacher / SLT
Convene a meeting for staff to ☐☐update staff on any new developments inform staff of plans for day ☐☐give staff an opportunity to ask questions / raise concerns	In major critical incidents staff should be brought together at the start of the following day. As well as practical purposes this gives emotional support in difficult circumstances and allows a reminder that both staff and students may need some nurturing and time to talk. Plans should be made for subsequent meetings as required. By Whom : Headteacher / SLT
Continue to monitor and provide additional support to ☐☐vulnerable individuals previously identified ☐☐other students (or staff) causing concern	Following a Critical Incident a level of shock, anxiety and distress is normal, especially amongst those closest to the incident. Most people will have returned to normal functioning within six weeks. Further support may be required for individuals continuing to show significant signs of distress many weeks beyond this. By Whom : Headteacher / SLT
Liaise with affected family including ☐☐visits by staff or pupils to injured or bereaved ☐☐family's wishes and plans regarding funeral arrangements ☐ return to school of bereaved	Contacts/visits should be planned/ made to anyone injured, either at home or in hospital, with cards and get well messages from staff and students. There may be possessions to be returned to the family and timing of this should be considered. By Whom : Headteacher
Begin to plan school response to memorial to include ☐☐the wishes of the family ☐☐active involvement of the peers and friends of the deceased	A lasting memorial and/or a ceremony give an important message about the value of the deceased; offers comfort to friends and family and may provide a sense of closure. By Whom : Headteacher
Make a note in the school calendar of important dates ☐☐anniversary of incident ☐☐birthday of deceased	The anniversary of a Critical Incident can trigger emotional responses and the school may wish, in consultation with the family, to acknowledge and commemorate the date.

⬜⬜inquests or court cases ⬜⬜events where the deceased would have a part	By Whom : Office Staff
Review Critical Incident response and amend plan Appendix F	Once the school has returned to normal functioning it is important to reflect on the response to the incident including what went well and what lessons can be learned. This can be used to evaluate and amend the Critical Incident Management Plan. By Whom : Headteacher / Governors

Lost Property Form			
Completed By		Incident	
Date		Time	

No.	Name	Status (e.g. staff, pupil visitor)	Details of possessions lost/left behind	
			What	Where left/lost

Financial Expenditure Log			
Completed By		**Incident**	
Date		**Time**	

	Expenditure Details *(what, for whom etc)*	Cost	Payment Method	Transaction made by

CONTENTS OF EMERGENCY BOX / 'GRAB BAG'

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Trustees, Parents/Carers, Local Authority, Suppliers etc
Organisational Information	Staff Handbook (policies and procedures)
	Other key documents
Financial Items	Bank, insurance details, Payroll etc
	Financial procedures
	A cheque book and spare credit card
	Assets Register and Insurance Policy
Staff Information	Staff contact details
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes
Equipment and other items	First Aid Kit
	Wind up LED torch
	Back-up tapes
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Disposable camera with film
	Hazard barrier tape
	Contact details for taxi / transport providers
	School Floor Plans
	Spare keys
	Whistle / megaphones
	High visibility jacket

IDENTIFYING, EVALUATING AND MANAGING RISKS

GUIDANCE FOR COMPLETING THE RISK MATRIX:

LEGEND	
I	Impact
P	Probability
I x P	Risk Rating

To establish your risk rating, it is necessary to multiply the perceived consequence (or impact) of the risk (score 1 - 5) with the perceived likelihood (or probability) of that risk occurring (score 1-5). Please see tables below for guidance on risk rating scores.

Example School Risk Assessment (partially complete)

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.	Pandemic or epidemic e.g. influenza virus, meningitis	4	3	12	• Staff absenteeism policy • Use of Supply Teachers	Pre-prepared Teaching packs for Virtual Learning Environment	Headteacher
2.	Severe weather events e.g. high winds, snow, heat wave, drought	4	4	16	Implement the Business Continuity Plan – resulting in possible closure of school - ParentMail Allows timely communication	Keeping up-to-date with forecasts, taking any necessary actions etc. gritting, boiler check, additional maintenance check of premises	Headteacher

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
3.	Power outage	5	2	10	Regular servicing of equipment and installation. Maintaining statutory requirements	Checking national grid website for updates and further advice	Headteacher
4.	Utilities disruption e.g. gas, electricity or water supply	5	2	10	Regular servicing of equipment and installation. Maintaining statutory requirements	Checking supplier websites for updates and further advice	Headteacher
5.	Telephony failure	3	3	9	Reporting any possible faults		Headteacher
6.	Fire affecting the School premises	5	1	5	Fire Alarms checked weekly. Fire drills carried out half termly. Interserve inspect equipment bi-annually.		Headteacher
7.	Widespread or localised flooding	5	1	5	Sand bags on site. Hire of a water pump		Headteacher
8.	Mass staff absence e.g. industrial strikes, lottery syndicate	5	1	5	Not all staff in a union or the same union No known lottery syndicates		Headteacher
9.	Transport disruption	1	1	1	Most families are able to walk to school		Headteacher
10.	Violent extremist activity on School premises	5	1	5	School building secure at all times.	Keeping up-to-date on news reports	Headteacher
11.	Local hazards in the area e.g. School proximity to airport, railway line, tram line, motorways, industrial sites etc	1	1	1	Currently within a residential area. No hazards in the immediate area		Headteacher

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
12.							
13.							
14.							
15.							

Critical Incident Decision-Making Tool

Information *What do you know/what do you* **not** *know?*	Issues *What are the problem/issues arising from that piece of information*	Ideas *What are the ideas for solving the issues/problems?*	Actions *What are you going to do? What are you* **not** *going to do? Who is responsible? What are the timelines?*

STAFF CONTACT LIST

Staff Telephone Numbers

Title	Forename	Surname	Telephone Number

Title	Forename	Surname	Telephone Number

KEY CONTACTS LIST

CONTACT	TELEPHONE NUMBER
School Contacts	
Chair of Trustees	
Vice Chair of Trustees	
Trustee	
Trustee	
Trustee	
Trustee	
Trustee	
Trustee	
Trustee	
Key Local Authority Contacts	
Communications Team	
Emergency Duty Service (EDS)	
Other Local Authority Contacts	
ECC General Enquiries	
ECC Press Officer	
ECC Insurance Service (Buildings insurance)	
ECC Health & Safety Advice	
ECC Educational Visits	
ECC Schools Finance Support	
Other Local Contacts	
BBC Essex Reception	
Radio Essex	
Evening Echo	
Other Useful Contacts	
Foreign Office	
Capita Education Services	
Education Funding Agency (E.F.A)	

Appendix M

List of suppliers

TYPE OF CONTRACT	SUPPLIER
HEALTH & SAFETY	
Fire Extinguishers	Interserve
Fire Alarm	Interserve
Water Treatment(Legionella)	Primec
Intruder Alarm	XGS
Pest Control	Pest Defence
PE Equipment	Universal Services
PAT Testing	In House
5 year Electrical Test	Jackson Electrics
Gas Certificate	SES Mechanical Services Ltd
Kiln Service	Essex Kilns Limited
Caretaker's House Gas	SES
Emergency Lighting	Interserve
REPAIRS & MAINTENANCE	
Boiler Service	SES Mechanical Services Ltd
Water Cooler	Rented-Waterlogic
Air Conditioning	Bluesky Airconditioning
PREMISES	
Gas	SSE
CLEANING	

Refuse Collection Sanitary Bins Roller Towels	CSH PHS Berendsen
GROUNDS UPKEEP Grounds Contract	Ace of Spades
CATERING Deep Clean Equipment maintenance Pest Control _	J&J Contract Cleaning Ltd Ambit Catering Ltd Pest Defence
ICT ICT Contract Broadband Software Licences 9inc dinner money) SIMS Support Microsoft Licences Backup Software	NEMAT EXA Capita- SIMS School ICT Services Ltd Frugal Frugal
OFFICE EXPENSES Online payments system Finance software licence SIMS Text and Email Service Website	Parentmail PSF Capita- SIMS Parentmail Primary Site

<u>REPROGRAPHICS</u> Copier/printer Rental Copy costs	C4S Copiers and IPT
<u>PROFESSIONAL FEES (CURRICULUM)</u> Target Tracker NACE Piano Tuning IRIS EVOLVE (Ed Visits) School Games	 ECC NACE Comprehensive Pianos Funding 4 Education Juniper Education The Ramsey Academy
<u>PROFESSIONAL FEES (NON CURRICULUM)</u> Payroll HR HR Personnel Contract disc Legal services H & S Finance Support ICE Data Protection Licence Jobscene / website ECC FSM service Audit Fees (Academies only) Accountants fees Mileage GDPR	 ECC ECC ECC ECC Juniper Juniper ICO ECC Southend Borough Council MWS Accountants MWS ECC NEMAT

GOVERNORS EXPENSES The Key for Governors Governor Services Governor training	NGA
OTHER INSURANCE Contents / Employee Liability Engineering Inspection	RPA - ESFA Zurich Municipal
OTHER EMPLOYEES EXPENSES Staff Insurance: Teachers Staff Insurance: LSA/ Admin/ Premises / Cook Well being (OH)	SAS SAS ECC