

**This policy is currently under review.**

## **Business Continuity Plan and Critical Incident Policy and Procedure**

**Last updated: Tuesday, 01 August 2023**

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## 1.0 Policy statement

Dixons Academies Trust is committed to protecting the welfare of our entire community and, as such, understands that clear and effective procedures need to be in place to outline the academy's response in a variety of situations.

It is essential that each of our academies has a plan in place to respond effectively to health and safety incidents and other emergencies that might occur at an event.

This emergency plan should be in proportion to the level of risk presented by event activities and the potential extent and severity of the incident.

## 2.0 Scope and purpose

Whilst most incidents within an academy can be dealt with following day-to-day academy procedures, there are more serious incidents which will require an established emergency response. These are:

- an inability to carry out daily and / or critical activities
- loss of life or serious injury to staff, students or members of the academy community / public
- serious damage to, or loss of, a part of / full building or access to a building
- adverse publicity and / or reputational impacts
- loss or breach of ICT systems and / or data
- loss or shortage of staff
- loss of critical supplier or service

## 3.0 Trust policies and procedures

This policy has been developed in accordance with, and will be implemented alongside, the following procedures:

- Adverse Weather Procedure
- Bomb Threat Procedure
- Data and E Security Breach Prevention and Management Procedure
- Fire Safety Action Procedure
- Infection Control Procedure
- Learner Bereavement Policy
- Lockdown and Evacuation Procedure
- Strike Action Procedure
- Legionella Health and Safety Procedure
- Strike Action Procedure

In line with our trust's Data and E-Security Breach Prevention and Management Procedure, the academy ensures that only relevant individuals have access to this Business Continuity and Critical Incident Policy and Procedure, with particular reference to the tables providing an overview of data held by the academy within this procedure, to uphold data security.

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## 4.0 Contact details

### 4.1 Senior leadership team

The senior leadership team usually involves the most senior members of the academy, such as the chair of the governing body, the principal and operations and business manager.

Role	Name	Telephone number 1	Telephone number 2
Principal			
Senior Vice Principal			
Vice Principal			
Vice Principal			
Assistant Vice Principal			
Assistant Vice Principal			
Operations & Business Manager			
PA to the Principal			
Director of Estates and Capital			
Compliance Monitoring Officer	Sarah Gaskin	01274 085447	07496 885017

### 4.2 Trust, local academy staff and governors:

Certain staff members may need to be contacted out of hours and informed of an incident. Insert details in the order of contact.

Role	Name	Telephone number 1
Chief Executive	Luke Sparkes	Teams
Deputy Chief Executive: Education	Neil Miley	Teams
Chief People Officer	Faizal Musa	Teams
Executive Director: Communications	Tahmina Jahan	Teams
Executive Director: Bradford and Leeds	Clare Skelding	Teams
Executive Director: Development	Jenny Thompson	Teams
Executive Director: Manchester and Liverpool	Mark Harrison	Teams
Executive Director: Business Services	Tom Rennie	Teams
Executive Director: Estates and Capital	Alistair Burg-Broquere	Teams
Executive Principal	Natalie Brookshaw	Teams
Executive Principal, Primary	Justine Oldham	Teams
Executive Principal	Jason Patterson	Teams
Executive Principal	Danny Carr	Teams
Director SEND and Safeguarding	Nicole Dempsey	Teams
Director: Centre for Growth	Judith Kidd	Teams
Chair of Trustees	Mike Blackburn	Teams
Head of Governance and Executive Services	Kathryn Berrill	Teams

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### 4.3 External agencies (dependent on incident)

Organisation	Service	Name	Contact details
Bradford Council	Health and Safety Service providers	Chris Hardaker	01274 437021 07582 109251
Bradford Council	Emergency Planning Service	N/A	01274 434752 <a href="mailto:Emergency.management@bradford.gov.uk">Emergency.management@bradford.gov.uk</a>
Leeds City Council	Customer Services		0113 222 4444
Liverpool City Council	Emergency Planning Service		0151 233 8637 <a href="mailto:emergency.planning@liverpool.gov.uk">emergency.planning@liverpool.gov.uk</a>
Greater Manchester Council	Resilience Forum		0161 608 4375
Hill Dickinson LLP	Legal Advisors	N/A	0151 600 8000
SSE	Gas	N/A	0345 010 1706
Drax	Electricity	Mark Robson	01473 707761
RPS	Insurers	N/A	0330 058 5566 <a href="http://www.rpaclaimforms.co.uk">www.rpaclaimforms.co.uk</a>
Yorkshire Water	Water	N/A	0330 1232000
West Yorkshire FRS Greater Manchester FRS Merseyside FRS	Fire & Rescue Service	N/A	999
West Yorkshire Ambulance Service Greater Manchester Ambulance Service North West Ambulance Service	Ambulance Service	N/A	999
West Yorkshire Police Greater Manchester Police Merseyside Police	Police	N/A	999
HSE	Health & Safety Executive	N/A	01132 853341

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## 5.0 Roles, responsibilities, and command levels

NAME	Level Status	Level Type	Definitions and responsibilities
CEO / deputy CEOs / chief people officer / executive director: communications / executive director: estates and capital / executive directors	<b>Gold</b>	Strategic	<ul style="list-style-type: none"> <li>• In overall strategic command of the event / situation / operation.</li> <li>• Holds ultimate responsibility for the handling and outcome of the incident and sets the strategy for dealing with it.</li> <li>• Command responsibility for the overall implementation of this procedure and ensuring that staff members are aware of their responsibilities</li> </ul>
Executive principal / principal / head of school / senior vice principal / head of IT / head of governance / campus manager / HR advisor	<b>Silver</b>	Operational	<p>Is responsible for producing the tactical plan following the strategy set out by the gold commander.</p> <p>Command responsibilities:</p> <ul style="list-style-type: none"> <li>• assume tactical command of the incident</li> <li>• appoint any further bronze commanders as appropriate</li> <li>• set, review, update and communicate the tactical plan</li> <li>• be located appropriately to exert their tactical command over the incident depending on the circumstances</li> </ul> <p>Specific responsibilities</p> <p>The principal is responsible for:</p> <ul style="list-style-type: none"> <li>• ensuring the academy has the capacity to respond to unforeseen circumstances</li> <li>• determining the academy's overall response and recovery strategy</li> <li>• acting as part of the senior leadership team to coordinate a response to an incident</li> <li>• taking lead responsibility for any decisions made during an incident</li> <li>• maintaining the welfare of all staff and students.</li> <li>• liaising with the director of estates and capital with regards to any building or site issues</li> <li>• liaising with the head of governance and executive services and the head of IT to ensure the resilience of the academy's ICT equipment and data security</li> </ul>

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<p>Operations and business manager / senior leadership team / site staff / IT second and first line</p>	<p><b>Bronze</b></p>	<p>Operational</p>	<p>The bronze commander takes the operational decisions necessary to accomplish the silver commander's tactical plan.</p> <p>Command responsibilities:</p> <ul style="list-style-type: none"> <li>• assume operational command of the incident or specified supporting activity</li> <li>• have a clear understanding of the gold commander's strategy, the silver commander's tactical plan and their role within it</li> <li>• be suitably located to maintain effective operational command of their area of responsibility</li> <li>• review, update and communicate any changes that may affect the tactical plan</li> </ul> <p>Specific responsibilities: The bronze commander is responsible for:</p> <ul style="list-style-type: none"> <li>• the implementation of the Business Continuity and Critical Incident Procedure</li> <li>• acting as a key member of the senior leadership team and reporting directly to the principal</li> <li>• developing continuity arrangements and strategies, e.g. alternative relocation sites and use of temporary staff</li> <li>• ensuring staff, students, governors, and any other relevant individuals, are involved in the development of the procedure</li> <li>• arranging practice run-throughs of the procedure for different emergency situations</li> <li>• conducting debriefs following an incident or practice run through to identify ways in which the procedure can be improved</li> <li>• maintaining a log of all key decisions and actions taken in relation to an incident</li> <li>• ensuring relevant staff members are trained to undertake their responsibilities in relation to the procedure</li> <li>• maintaining the welfare of all staff and students</li> <li>• announcing when an incident is taking place and activating the response as appropriate</li> <li>• leading the academy's initial and ongoing response to an incident</li> <li>• contacting the executive director: communications, to lead on the academy's communication response with key stakeholders and liaison with the media</li> <li>• notifying relevant stakeholders of the incident, procedure activation and ongoing response</li> <li>• providing direction and senior leadership team to the whole academy community</li> <li>• managing the deployment of resources</li> <li>• prioritising the recovery of key activities disrupted by the incident</li> <li>• liaising with the operational incident response team</li> <li>• maintaining the welfare of all staff and students</li> <li>• assisting with the recovery of the academy</li> <li>• communicating to and from the senior leadership team</li> <li>• maintaining the welfare of all staff and students</li> <li>• linking with director of estates and capital for support</li> </ul>
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Additional responsibilities			
	Exec director: estates and capital	Operational	<ul style="list-style-type: none"> <li>maintaining the security of the academy premises during an incident</li> <li>communicating with the senior leadership team during an incident with regards to any building or site issues</li> <li>linking in with director of estates and capital and updating as appropriate</li> </ul>
	Head of governance and executive service	Operational	<ul style="list-style-type: none"> <li>working alongside the head of IT to ensure the resilience of the academy's ICT equipment and data security</li> <li>working with the head of IT to develop proportionate responses to a compromise of ICT equipment or loss of data</li> <li>leading the academy's response to a breach of ICT equipment and potential loss of data, in accordance with the Data and E-Security Breach Prevention and Management Procedure</li> <li>working alongside our external provider GDPR Sentry 0113 804 2035 info@gdprsentry.com for GDPR support</li> </ul>

\*Reference: National critical incident management guidance

## 6.0 Critical academy activities

The academy has identified critical activities which take priority for recovery in an incident, on the basis that, if these were not recovered, it would have the greatest impact on the academy community, such that it would be unable to deliver the service or there would be significant harm, or risk, caused to individuals. These are detailed below:

Critical activity	Resources required	Need for resources						Comments
		4 hours	24 hours	24-48 hours	1 week	2 weeks	1 month	
Teaching		<input type="checkbox"/>						
Safeguarding		<input type="checkbox"/>						
Catering		<input type="checkbox"/>						
ICT systems		<input type="checkbox"/>						
Examinations		<input type="checkbox"/>						
Estates		<input type="checkbox"/>						
		<input type="checkbox"/>						
		<input type="checkbox"/>						
		<input type="checkbox"/>						
		<input type="checkbox"/>						
		<input type="checkbox"/>						

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## 7.0 Contractors

In line with section 6 of this policy, the following contractors are responsible for carrying out the critical activities identified.

Critical activity	Name of contractor	Name of contact	Telephone number 1	Telephone number 2
Catering				
Preventative plant maintenance				
Fire alarm maintenance				
Security alarm maintenance				
Building security				
Fire monitoring				
Lift servicing				
Water management				

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## 8.0 Paper-based records

The academy has identified vital paper-based records that are not stored on the computer network which, if lost or damaged, would prevent or severely impair the academy's ability to deliver a service or would lead to a high risk to the rights and freedoms of individuals. These are identified below:

Document type	Information held	Location	Duplicated? (Y/N)	Where are duplicates held?
Admissions files	Students' personal data			
Staff files – current staff	Staff personal data			
Premises based contracts and contractor details	Nature of contract, contractors contact details			
Examinations (dependent on time of year)	Actual exam papers			
Safeguarding Records	Personal student incident details / notes			
Health and safety / accident records	Accident records / student / staff details of incident / investigation			
Fire management records	Fire tests			
Recruitment records	Applicant details / equal ops / application forms / interview documents			

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## 10.0 Critical items

The table below identifies any items held within the academy which are critical to the continued business. These have been included for insurance purposes following an incident. (Items listed are examples and not an indicative list, please adapt to requirements of your academy).

Item	Make / model	Serial number	Item value at purchase	Purchase date	Owner (leased items only)	Termination date (leased items only)
Leased MFD						
Smart touch screen						
Desktop PCs						
Laptops						
Smartboards						
Inventry system						
Design Technology equipment						
Theatre equipment						
Minibus						
Exam tables						
Catering equipment (ovens / dishwasher / fridges)						
Astroturf (where applicable)						
Decompaction machine for AstroTurf (where applicable)						
Fitness Suite (where applicable)						
Examination tables & chairs						

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## 11.0 Risk ratings

The academy has defined a risk-rating system to determine the likelihood of an incident occurring and the possible impact of such an incident.

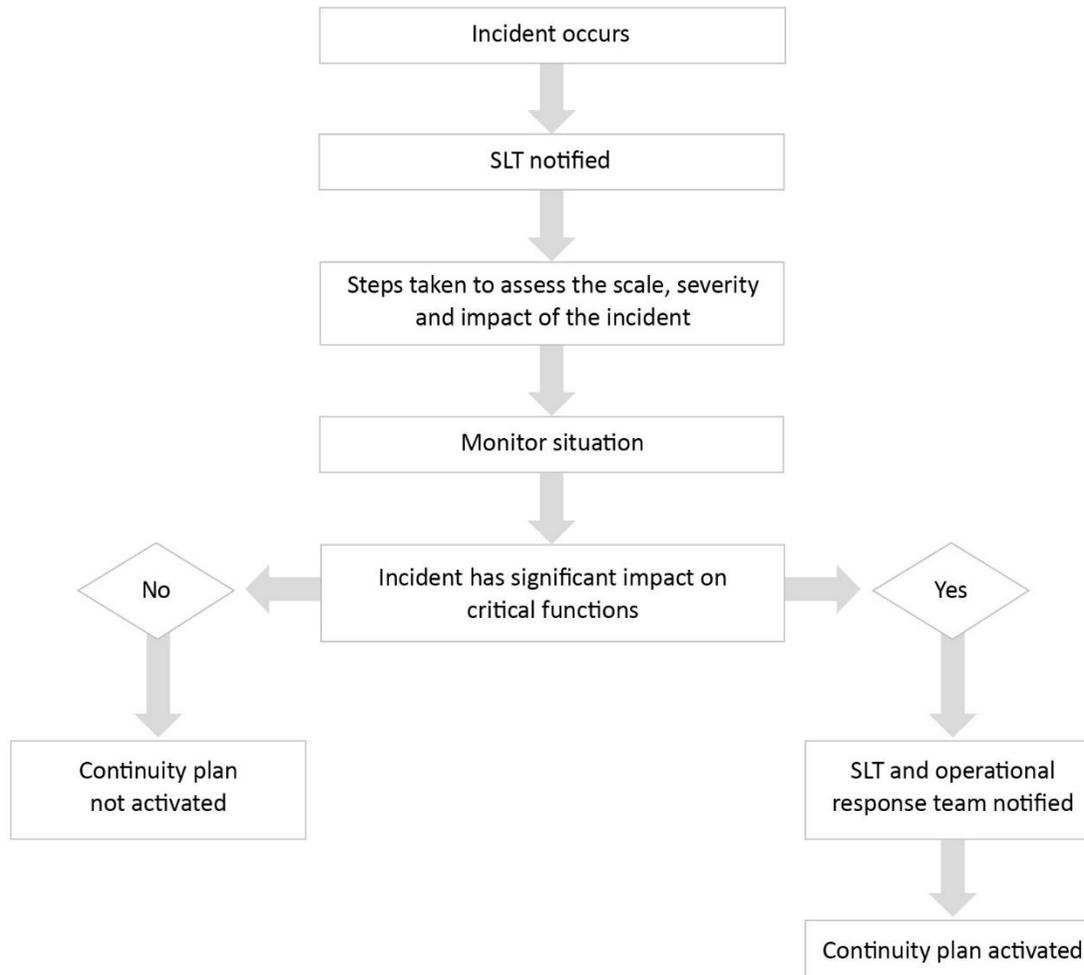
Likelihood		Impact	
1	Low	1	Minor
2	Medium	2	Significant
3	High	3	Major

Risk-rating impacts are further defined below:

Risk rating	Description
Minor	<ul style="list-style-type: none"> <li>Disruption affects a single class, year group or other function and can be managed through normal operational activities.</li> <li>Disruption is not serious or widespread and is unlikely to affect academy operations to a significant degree.</li> <li>No significant impact on staff or student safety.</li> <li>The senior leadership team needs to be notified and the incident needs to be monitored.</li> <li>Possible partial or full activation of the Business Continuity Procedure (BCERP).</li> </ul>
Significant	<ul style="list-style-type: none"> <li>Disruption affects more than one year group, class or other function and remains self-contained.</li> <li>The affected area has the capacity to manage the disruption – with or without support.</li> <li>May require activation of specific resources e.g. ICT.</li> <li>Significant impact on staff or students' safety.</li> <li>Senior leadership team needs to be notified to discuss whether to activate the Business Continuity Procedure.</li> <li>Escalation of the incident needs to be monitored.</li> <li>Likely partial or full activation of the Business Continuity Procedure (BCERP).</li> </ul>
Major	<ul style="list-style-type: none"> <li>Disruption affects the whole academy and possibly the local community.</li> <li>Major impact on student or staff safety.</li> <li>Affected area does not have the capacity to manage the disruption.</li> <li>Requires the activation of specific resources e.g. ICT.</li> <li>Senior leadership team needs to be notified to discuss whether to activate the Business Continuity Procedure.</li> <li>Escalation of the incident needs to be monitored.</li> <li>Activation of the Business Continuity Procedure (BCERP), where necessary.</li> </ul>



## 12.0 Procedure activation



## 13.0 Potential disruptions

13.1 The academy has identified four key disruptions that would be critical to its ability to provide a service in the event of an incident. These are:

- loss of premises
- loss of staff
- failure of ICT systems
- loss of services, e.g. electricity, gas, water or food

13.2 The incident response, continuity and recovery procedures outlined in sections 14, 15 and 16 of this procedure are applicable to all incidents; however, the academy has identified specific provisions in addition to these procedures for each potential disruption.

## 13.3 Loss of premises

Loss of premises may be caused as a result of fire, flood, loss of essential utilities or another incident. The academy has a duty to provide a safe, suitable and secure site for staff and students. The provisions outlined below are implemented in accordance with the following academy policies:

- Fire Safety Procedure
- Bomb Threat Procedure
- Adverse Weather Procedure
- Invacuation, Lockdown and Evacuation Procedure

Disruption	Risk rating		Incident response
	Likelihood	Impact	
			•
			•
			•
			•
			•
			•
			•
			•

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## 13.6 Loss of services

Loss of services may occur, for example, where a service provider suffers a critical incident and they are no longer able to provide the service to the academy. The academy has a responsibility to ensure that students and staff are provided with a safe environment at all times. The following provisions outline the academy's response in the event of a loss of a service:

Disruption	Risk rating		Incident response
	Likelihood	Impact	
			•
			•
			•
			•
			•
			•
			•
			•
			•
			•
			•
			•
			•

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## 14.0 Initial response

Requirement	Other action to take	Responsible	Completed?
<b>Initial response</b>			
<b>Incident</b>			
Assess the severity of the incident	<ul style="list-style-type: none"> <li>• Determine:               <ul style="list-style-type: none"> <li>○ The situation</li> <li>○ The impact on students and staff</li> <li>○ The scale/severity, duration and impact</li> </ul> </li> <li>• Disseminate information to others by way of standard communication message to the whole site: The academy is now in lockdown, activate lockdown procedure</li> <li>• Call emergency services if necessary</li> <li>• Evacuate / invacuate / lockdown the academy building if necessary</li> </ul>		• <input type="checkbox"/>
Nominate individuals to carry out the following roles: <ul style="list-style-type: none"> <li>• Business continuity</li> <li>• Communications</li> <li>• Log-keeping</li> <li>• Media management</li> <li>• Resources</li> <li>• Welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Information on responsibilities found in <a href="#">section 3</a> of the Business Continuity Procedure.</li> <li>• Remember to:               <ul style="list-style-type: none"> <li>○ allocate tasks amongst the senior leadership team</li> <li>○ ensure staff are clear about their responsibilities</li> <li>○ establish the location and frequency of meetings</li> </ul> </li> </ul>		• <input type="checkbox"/>
Inform all other staff of the incident	<ul style="list-style-type: none"> <li>• Contact the coordinating incident response team</li> <li>• Contact the operational incident response team</li> <li>• Inform all other staff and governors as appropriate</li> </ul>		• <input type="checkbox"/>
Consider how the incident affects extended services	<ul style="list-style-type: none"> <li>• Liaise with extended services as necessary</li> </ul>		• <input type="checkbox"/>
Maintain a log of any injuries sustained to students, staff or visitors	<ul style="list-style-type: none"> <li>• Ensure the log is provided to emergency services</li> </ul>		• <input type="checkbox"/>
Work closely with other services, e.g. emergency services, as required	<ul style="list-style-type: none"> <li>• Provide information to those arriving on the premises</li> <li>• Ascertain the whereabouts of all students, staff and visitors and ensure emergency services are aware of anyone who is unaccounted for</li> </ul>		• <input type="checkbox"/>

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Requirement	Other action to take	Responsible	Completed?
Contact relatives of those involved in the incident if appropriate	<ul style="list-style-type: none"> <li>Decide the most appropriate method – if the incident is very serious, liaise with the police about informing next of kin</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
Where the incident involves failure of ICT systems or a loss of data, take steps to maintain security of systems as appropriate	<ul style="list-style-type: none"> <li>Liaise with head of IT and head of governance and executive services to maintain security of the academy's network and data</li> <li>Refer to the Data and E-Security Breach Prevention and Management Procedure</li> <li>Attempt to recover important documentation</li> <li>Contact organisations which can assist with document recovery if necessary</li> <li>Notify the ICO of personal data breach within 72 hours, if necessary</li> <li>Notify data subjects of personal data breach, if necessary</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
<b>Resources</b>			
Secure academy premises	<ul style="list-style-type: none"> <li>Consider disabling utility supplies</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
Maintain access to academy entrance	<ul style="list-style-type: none"> <li>Ensure emergency services can access the academy premises as required</li> <li>Prevent parking in restricted zones</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
Work with academy staff and the emergency services to control access to the academy	<ul style="list-style-type: none"> <li>Advise staff to check the identity of others when arriving at the academy premises</li> <li>Provide authorised visitors with ID badges and ensure they sign in and out</li> <li>Ensure media access is controlled</li> <li>Advise emergency services of any property related issues or hazards, e.g. asbestos, and provide with a site map if appropriate</li> <li>Obtain academy grab bag from nominated storage location</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>
<b>Welfare</b>			
Establish arrangements to meet the welfare needs of students, staff, parents, visitors and others	<ul style="list-style-type: none"> <li>Identify students who may require additional support: <ul style="list-style-type: none"> <li>those with SEND</li> <li>those with other medical needs</li> <li>those with personal emergency evacuation procedures</li> </ul> </li> <li>Any individual who is particularly vulnerable or badly affected, e.g. a witness to the incident</li> <li>Obtain records on student and staff PEEP documentation and utilise as part of emergency planning</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/></li> </ul>

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### Log-keeping

Attend meetings held by the senior leadership team	<ul style="list-style-type: none"> <li>Keep a log of important information, actions taken and decisions made</li> </ul>		• <input type="checkbox"/>
Ensure that each member of staff keeps an incident log	<ul style="list-style-type: none"> <li>Incident logs should be regularly communicated to the appropriate incident response team, who should then communicate to other response teams</li> </ul>		• <input type="checkbox"/>

### Communications

Dedicate telephone lines for incoming and outgoing calls	<ul style="list-style-type: none"> <li>Arrange extra support at reception if necessary</li> </ul>		• <input type="checkbox"/>
Record a new message on the academy answerphone if appropriate	<ul style="list-style-type: none"> <li>Consider setting the phone to 'answer only' mode</li> </ul>		• <input type="checkbox"/>
Inform those involved in the response of any communication difficulties, e.g. poor signal	<ul style="list-style-type: none"> <li>Help staff with any communication needs</li> </ul>		• <input type="checkbox"/>

### Media management

Organise appropriate responses to media requests	<ul style="list-style-type: none"> <li>Seek support from other organisations as appropriate, e.g. emergency services or the LA</li> </ul>		• <input type="checkbox"/>
Control media access to the premises, staff and students	<ul style="list-style-type: none"> <li>Avoid allowing access to the site, students or staff unless there is a reasonable reason to do so and consent has been sought</li> <li>Liaise with the police, if necessary</li> <li>Designate a specific area for the media, away from the academy entrance</li> </ul>		• <input type="checkbox"/>
Develop a brief media statement	<ul style="list-style-type: none"> <li>Information must be limited until facts are clear and all parents have been notified</li> </ul>		• <input type="checkbox"/>

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## 15.0 Business continuity

Requirement	Other action to take	Responsible	Completed?
<b>Ongoing response</b>			
<b>Incident</b>			
Nominate a main contact for the coordination of the response	<ul style="list-style-type: none"> <li>Continue to liaise with emergency services as required</li> </ul>		<input type="checkbox"/>
Continue to allocate tasks for each incident response team	<ul style="list-style-type: none"> <li>Work closely with the senior leadership team to coordinate actions and resolve any complications or difficulties</li> <li>If the response is likely to last for a significant amount of time, e.g. longer than two hours, consider staff rotation</li> </ul>		<input type="checkbox"/>
Procedure to maintain critical activities	<ul style="list-style-type: none"> <li>Consider how the following activities are maintained:                             <ul style="list-style-type: none"> <li>immediate and ongoing priorities</li> <li>communication strategies</li> <li>resource availability</li> <li>deployment of resources</li> <li>roles and responsibilities</li> <li>finance</li> <li>monitoring and reporting on the situation</li> <li>stakeholder engagement</li> <li>welfare issues</li> <li>procedure the recovery of non-critical activities</li> </ul> </li> </ul>		<input type="checkbox"/>
Minimise disruption to education	<ul style="list-style-type: none"> <li>Ensure arrangements are in place to keep the academy open and maintain normal routines wherever possible</li> <li>Ensure parents are informed of any changes to the academy routine</li> </ul>		<input type="checkbox"/>
Ensure regular briefings are given	<ul style="list-style-type: none"> <li>Give briefings to:                             <ul style="list-style-type: none"> <li>staff</li> <li>students</li> <li>parents</li> <li>governors</li> <li>services – emergency or otherwise</li> </ul> </li> </ul>		<input type="checkbox"/>

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Requirement	Other action to take	Responsible	Completed?
Work closely with the individual responsible for media management to provide regular briefings to the media	<ul style="list-style-type: none"> <li>Seek support from other organisations, if necessary</li> </ul>		<input type="checkbox"/>
Ascertain whether all necessary individuals have been informed of the incident	<ul style="list-style-type: none"> <li>In the event of a serious injury or fatality, ensure the HSE has been informed in line with RIDDOR</li> </ul>		<input type="checkbox"/>
Seek advice on legal and insurance issues if appropriate	<ul style="list-style-type: none"> <li>If the incident is a crime scene, seek advice from the police and other emergency services</li> </ul>		<input type="checkbox"/>
<b>Resources</b>			
Liaise with utility suppliers as required	<ul style="list-style-type: none"> <li></li> </ul>		<input type="checkbox"/>
Establish safe and secure areas to assist with the response	<ul style="list-style-type: none"> <li>Areas may include: <ul style="list-style-type: none"> <li>media briefing room</li> <li>briefing area for parents</li> <li>senior leadership team command room</li> </ul> </li> </ul>		<input type="checkbox"/>
Liaise with staff and other organisations to provide access to facilities and resources as required	<ul style="list-style-type: none"> <li>If necessary, open or close parts of the academy premises</li> <li>Liaise with the business continuity coordinator to establish temporary accommodation, if required</li> </ul>		<input type="checkbox"/>
Ensure the academy premises is secure	<ul style="list-style-type: none"> <li>Provide temporary fencing around damaged areas and arrange for broken windows to be boarded, for example</li> </ul>		
<b>Welfare</b>			
Assess the welfare of those involved	<ul style="list-style-type: none"> <li>Continue to monitor and provide support for those that have been affected by the incident</li> <li>Ensure staff take regular rest periods</li> </ul>		<input type="checkbox"/>
Determine arrangements for returning students to their parents	<ul style="list-style-type: none"> <li>Ensure members of staff are available to meet families</li> </ul>		<input type="checkbox"/>
Inform students of the incident	<ul style="list-style-type: none"> <li>Seek support from educational psychologists about the best way to inform students, if necessary</li> <li>Ensure students are spoken to before they leave the academy premises to determine if any extra support is needed</li> <li>Ensure religious and cultural factors are considered wherever necessary</li> </ul>		<input type="checkbox"/>
<b>Log keeping</b>			

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Requirement	Other action to take	Responsible	Completed?
Keep accurate records of any individual admitted to hospital or treated by the emergency services	<ul style="list-style-type: none"> <li>Ensure records are communicated to the senior leadership team</li> </ul>		<input type="checkbox"/>
Keep accurate records of all items lost by students, staff or visitors	<ul style="list-style-type: none"> <li>Ensure records are communicated to the senior leadership team</li> </ul>		<input type="checkbox"/>
Keep accurate records of all expenditure incurred	<ul style="list-style-type: none"> <li>Record all costs incurred as a result of the incident response</li> </ul>		<input type="checkbox"/>
<b>Communications</b>			
Consider the most effective arrangements for contacting students' parents	<ul style="list-style-type: none"> <li>Ensure a record of all calls made to parents is maintained</li> </ul>		<input type="checkbox"/>
Liaise with the individual responsible for media management about contacting local radio stations			<input type="checkbox"/>
Liaise with the business continuity coordinator to communicate to parents	<ul style="list-style-type: none"> <li>Consider letters home that includes information on: <ul style="list-style-type: none"> <li>the details of the incident.</li> <li>how their child was involved.</li> <li>the actions taken to support those involved.</li> <li>who to contact if they have any concerns or queries.</li> </ul> </li> </ul>		<input type="checkbox"/>
<b>Media management</b>			
Devise an ongoing strategy for handling media requests	<ul style="list-style-type: none"> <li>Work closely with the media to establish what information is required and any deadlines</li> <li>Gather information from the senior leadership team and other organisations as appropriate</li> </ul>		<input type="checkbox"/>
Provide regular statements to the media	<ul style="list-style-type: none"> <li>Ensure messages are accurate</li> <li>Ensure the protection of identities is considered</li> <li>All press releases need to be checked and agreed by emergency services</li> </ul>		<input type="checkbox"/>
Advise staff on where to direct media enquiries	<ul style="list-style-type: none"> <li>Ask staff, students and parents to avoid speculation when talking to the media</li> <li>Avoid the spread of misinformation by ensuring individuals are clear on where to direct enquiries</li> </ul>		<input type="checkbox"/>

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## 16.0 Recovery

Requirement	Other action to take	Responsible	Completed?
<b>Recovery</b>			
<b>Incident</b>			
Nominate an individual to act as the main point of contact for the recovery process	<ul style="list-style-type: none"> <li>Allocate tasks amongst the different response teams, ensuring the main contact is taking regular notes on the status of the incident and all related recovery planning decisions</li> </ul>		<input type="checkbox"/>
Ensure that post-incident support is available to anyone who requires it	<ul style="list-style-type: none"> <li>Ensure access is given to educational psychologists</li> <li>Allow staged returns to academy where necessary</li> <li>Staff member will visit the student at home to determine necessary support</li> </ul>		<input type="checkbox"/>
Minimise disruption to education	<ul style="list-style-type: none"> <li>Put arrangements in place for remote learning where possible</li> <li>Work with academy staff to restore the usual academy routine as much as possible</li> </ul>		<input type="checkbox"/>
Work closely with senior leadership team in organising remedial work	<ul style="list-style-type: none"> <li>Organise remedial work to the academy premises</li> <li>Liaise with insurance companies and other organisations as appropriate</li> <li>In the event of a public health incident, consider ordering infection control supplies and increasing the cleaning regime</li> </ul>		<input type="checkbox"/>
Complete any necessary forms or paperwork	<ul style="list-style-type: none"> <li>Ensure an inventory is held of any equipment that has been damaged or lost</li> <li>Arrange for important items/documentation to be recovered, replaced or destroyed</li> </ul>		<input type="checkbox"/>
Arrange debriefs	<ul style="list-style-type: none"> <li>Debriefs should be arranged for all staff, students, parents and visitors at the earliest opportunity and when reasonable to do so</li> <li>Represent the academy at other debriefs which may take place</li> </ul>		<input type="checkbox"/>
Initiate a review of the Business Continuity Procedure	<ul style="list-style-type: none"> <li>Review should be held in conjunction with the different incident response teams to discuss effectiveness and any changes required</li> </ul>		<input type="checkbox"/>
Consider contacting nearby academies	<ul style="list-style-type: none"> <li>Inform them of any important issues relating to the incident</li> </ul>		<input type="checkbox"/>
<b>Resources</b>			
Procure temporary classrooms if required	<ul style="list-style-type: none"> <li>Ascertain a new secure location by liaising with: CEO / director of estates and capital</li> <li>Plan a secure move and start date for the new location</li> <li>Advise families, support workers and staff of the new location</li> </ul>		<input type="checkbox"/>
Arrange a site visit with relevant personnel involved in the recovery phase, e.g. the LA and emergency services			

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Requirement	Other action to take	Responsible	Completed?
<b>Welfare</b>			
Introduce a strategy to monitor and support students and staff particularly affected by the incident	<ul style="list-style-type: none"> <li>• Ensure all staff are aware of this strategy</li> <li>• Offer students and staff the opportunity for psychological support and counselling</li> <li>• Ensure students and staff know how to access the above services – detail where</li> <li>• Arrange any support required</li> </ul>		<input type="checkbox"/>
Consider which students need to be briefed, how and who by	<ul style="list-style-type: none"> <li>• Provide opportunities for students to discuss their experiences</li> </ul>		<input type="checkbox"/>
<b>Log keeping</b>			
Collate all incident logs and make copies if necessary			<input type="checkbox"/>
Ensure records are archived securely	<ul style="list-style-type: none"> <li>• Ensure these are available to necessary staff members for future reference</li> </ul>		
<b>Communications</b>			
Provide ongoing updates to all students and parents	<ul style="list-style-type: none"> <li>• Organise an event for parents to discuss any issues or concerns</li> </ul>		<input type="checkbox"/>
Assist the ops / Business manager with providing remote learning, if necessary			<input type="checkbox"/>
Check that information in the public domain is accurate and up-to-date			<input type="checkbox"/>
<b>Media Management</b>			
Keep the media informed of developments in the recovery process	<ul style="list-style-type: none"> <li>• Ensure a positive image is maintained</li> <li>• Be aware of the media’s interest in memorials or anniversaries of the event</li> </ul>		<input type="checkbox"/>

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## 19.0 Incident evaluation

<b>Name of person completing this form</b>	
<b>Role / job title</b>	
<b>Date</b>	
<b>Description of incident</b>	
<b>Action taken by the academy</b>	
<b>Action taken by our trust</b>	
<b>What worked well?</b>	
<b>What didn't work well?</b>	
<b>Comment on effectiveness of the guidance policy and procedure document</b>	
<b>Recommendations for improvements</b>	

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