BUSINESS CONTINUITY PLAN

Shenfield High School
Alexander Lane, Shenfield, Brentwood, CM15 8RY

Detailing arrangements for:

- **Incident Management**
- **Business Continuity**
- **Recovery and Resumption of Normal School Activities**
- **To be read in conjunction with:**
  - **SHS Lockdown procedures**
  - **SHS Evacuation plan**
  - **SHS Crisis Management plan**

Date:
December 2017

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1.0 About this Plan

1. Document Control

Date	Revision/Amendment Details & Reason	Author
Dec 2017	Initial version	SR

2. Plan Purpose

To provide a flexible response so that Shenfield High School 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, flood or other natural disaster
- Building collapse
- Missing person(s)/abductions
- Intense media interest
- Major ongoing power or services failure
- Local civil disturbance or terror related incident

3. Plan Scope

The following are covered by this Plan:

- teaching
- learning support
- pastoral care
- school administration
- catering
- out of school hours care
- school trips
- lettings
- governance
- Premises and environment
- Technology and systems

The following premises are covered by this Plan:

- Shenfield High School building and outside areas including the playing fields

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
C Herman	Headteacher		V1.0
J Comerford	Deputy Head		V1.0
J Martin	Deputy Head		V1.0
S Roberts	Business Manger		V1.0
R Drew	Assistant Head		V1.0
B Clifford	Assistant Head		V1.0
T Taylor	Assistant Head		V1.0
DJ Barron	Assistant Head		V1.0
J Sands	Assistant Head		V1.0
A Cooke	Assistant Head		V1.0
L Hedden	Chair of Governors		V1.0
G Herniman	Vice Chair of Governors		V1.0
C Watson	SLT PA		V1.0
D Matthews	Finance Manager		V1.0
K Whordley	HR Manager		V1.0
L Smith	Finance & Premises Assistant		V1.0
Reception			V1.0
V Waites	Site Manager		V1.0
D Springett	Assistant Site Manager		V1.0
File Copy	Kept in the Safe		V1.0

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).

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
November 2019	Business Manager	

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
- Local Civil disturbance or terror related incident e.g. travellers, local demonstrations, violent incidents in the local area
- Intense media interest – possibly linked to one or more of the above scenarios

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)

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

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.

2.4 Activation Process

```
        Incident occurs
              │
              ▼
┌──────────────────────────────────┐       ┌──────────────┐
│ School Incident Management Team   │┄┄┄┄┄▶ │ If unavailable,│
│ (SIMT) alerted 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 little or **no impact** on critical functions ◀──▶ Monitor situation ◀──▶ Incident has **significant impact** on critical functions

Yes — Continuity Plan **not** activated

Yes — Activate Continuity Plan and utilise appropriate business continuity strategies

Inform key stakeholders of plan activation and undertake appropriate communication actions

Ensure key decisions and actions are logged

Incident Management Actions

Business Continuity Actions

Recovery and Resumption Actions

TIME   TIME   TIME   TIME   TIME   ▶

3.0 Roles and Responsibilities

3.1 School Incident Management Team

Role	Responsibilities	Accountability / Authority
Headteacher (Incident response leader)	▪ Senior responsible owner of Business Continuity Management in the School ▪ Ensuring the School has capacity within its structure to respond to incidents ▪ Determining the School's overall response and recovery strategy ▪ 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 ▪ 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.
Business Manager	▪ Business Continuity Plan development and maintenance ▪ Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc. ▪ 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	The Business Manager will co-ordinate the maintenance and development of the Incident and Continuity Plan, on the authority of, and in conjunction with, the Headteacher
School Incident Management Team *(including Headteacher & Business Manager)*	▪ 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	The School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

	▪ Prioritising the recovery of key activities disrupted by the incident ▪ Managing resource deployment ▪ Welfare of Pupils ▪ Staff welfare and employment issues	

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

Role / Organisation	Name	Telephone No.
Incident response leader	C Herman	
Business manager	S Roberts	
Incident management team	J Comerford	
Incident management team	J Martin	
Incident management team	R Drew	
Incident management team	B Clifford	
Incident management team	A Taylor	
Incident management team	DJ Barron	
Incident management team	J Sands	
Incident management team	A Cooke	
Chair of Governors	L Hedden	

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 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 Staff
	  o Parents/Carers/carers
	  o Governors
	  o Key Essex County Council Services
	  o School Transport Providers
	  o External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc.
		All communications activities should be agreed by the School Incident Management Team. Information sharing should be approved by the Headteacher (or School Incident Management Team if the Headteacher is unavailable).

Site 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 to the Business Manager or School Incident Management Team.
IT Manager	▪ Ensuring the resilience of the School's ICT infrastructure ▪ Ensuring recoverable backups are available for all critical data ▪ Work with the Business Manager and Incident support team to	IT Manager reports to the Business Manager for plan development issues. In response to an incident, reporting to the Business Manager or School

	develop proportionate risk responses	Incident Management Team.
Chair of Governors	▪ Assisting with reporting on the School's recovery process ▪ Input into the recovery and resumption phases ▪ Identifying lessons as a result of the incident ▪ Liaison with Headteacher and Business Manager to ensure lessons are incorporated into the plan development	Is likely to already be a member of the School Incident Management Team. Reports directly to Headteacher.
Finance Manager	▪ To assist and advise on any Financial implications of incidents and recovery plans ▪ To keep an overview of any expenditure associated with the incident and recovery actions in association with the Incident Management Team ▪ Work with the Business Manager and Incident support team as required	Finance Manager reports to the Business Manager for plan development issues. In response to an incident, reporting to the Business Manager or School Incident Management Team.
HR Manager	▪ To assist and advise on any HR implications of incidents and recovery plans ▪ Work with the Business Manager and Incident support team as required	HR Manager reports to the Business Manager for plan development issues. In response to an incident, reporting to the Business Manager or School Incident Management Team.

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
C Watson	Incident record keeper	
C Watson & L Smith	Media Coordinator	
D Mcmurray & J Hawkes	Stakeholder Liaison	
V Waites	Site Manager	
D Ferrans	IT Manager	
L Hedden	Chair of Governors	
D Matthews	Finance Manager	
K Whordley	HR Manager	

3.3 The Role of Governors

Role	Responsibilities	Accountability / Authority
Board of Governors	▪ 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. Monitoring and reporting progress in developing Business Continuity Plans as necessary

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 or lockdown procedures as necessary ▪ 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	☐

	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: school playground

The **alternative Assembly Point** for the school is: Oliver Road car park | ☐ |
| **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 ▪ Utilise school twitter account if appropriate ▪ 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 Governors are kept informed as appropriate to the circumstances of the incident	Send out a daily email to staff and Governors.	☐
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 Governors. 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*	☐

	ACTION	FURTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
23.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance Policy details can be found filed in the Insurance documents file in the Business Managers office	☐
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:
		    ○ Manageable? ☐
		    ○ Disruptive? ☐
		    ○ Critical? ☐
		    ○ 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, Governors, 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.	HR Manager
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	Headteacher
3.	Using different ways of working to allow for reduced workforce, this may include:	Headteacher and SLT

	• Larger class sizes (subject to adult to child ratios) • Use of Teaching Assistants, Student Teachers, Learning Mentors etc. • Pre-prepared educational materials that allow for independent learning • Team activities and sports to accommodate larger numbers of pupils at once	
4.	Suspending 'non critical' activities and focusing on your priorities	Headteacher and SLT
5.	Using mutual support agreements with other Schools	Local ASHE?
6.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc.	HR Manger

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	Business Manager, Site Manager
2.	Using mutual support agreements with other Schools	
3.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises	
4.	Off-site activities e.g. swimming, physical activities, school trips	

Arrangements to manage loss of technology / telephony / data / power / heating	Further Information (e.g. Key contacts, details of arrangements, checklists)	
1.	Back–ups of key school data	Full backups are taken every weekend and incremental backups daily. These cover all of the schools data. They are first put on disk then archived to tape. The tapes are in circulation for 4 weeks then Month end tapes in circulation for 1 year. Year end backups are kept for 7 years (minimum). The latest set of full backup tapes are stored in the fireproof safe in the Business Managers office. All other tapes are in a

		secure cupboard in a separate building to the servers.
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	UPS on school servers that will run for 20 mins then allow a clean shutdown
5.	Emergency lighting	In several areas of the school and being installed on an ongoing programme of works
6.	Boilers and pumps setup with failsafe in pairs.	Maintenance and support agreement in place

	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	PCH Consultants, Business Manager, Zenergi consultants
2.	Ensuring all external providers have business continuity plans in place as part of contract terms	
3.	Insurance cover	With ECC & Zurich
4.	Using mutual support agreements with other Schools	
5.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	

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 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	Lost Property Form
D	Financial Expenditure Log
E	Contents of "Emergency Box"
F	Risk Identification, Evaluation and Management Matrix
G	Incident Management Decision-Making Tool
H	Staff Contact List
I	Key Contacts 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

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**

Appendix D

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

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

CONTENTS OF EMERGENCY BOX

To be assembled in full, or in part as required depending on the nature of the incident

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc.
Organisational Information	Staff Handbook (policies and procedures)
	School branding material and stationery
	School logo
	Other key documents
Financial Information	Bank, insurance details, Payroll etc.
	Invoices, purchase orders, etc.
	Financial procedures
	Assets Register and Insurance Policy
Staff Information	Staff contact details
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes
	Office telephone list (for phone divert)
	Back-up rota and data restoration routine
Equipment and other items	First Aid Kit
	Back-up tapes
	Laptop with wireless connection
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Hazard barrier tape
	Emergency cash, a cheque book or spare credit card
	Contact details for taxi / transport providers
	School Floor Plans
	Spare keys
	Whistle / megaphones
	High visibility jackets
	Electrical plans
	Asbestos register

- Any other items deemed necessary to assist with the management of the particular incident

IDENTIFYING, EVALUATING AND MANAGING RISKS

GUIDANCE FOR COMPLETING THE RISK MATRIX:

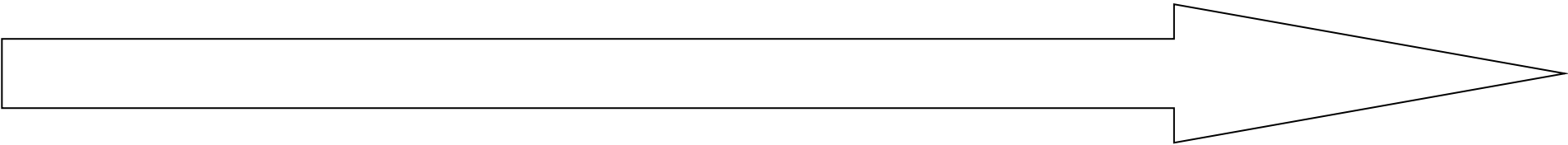| LEGEND	
I	Impact
P	Probability
I x P	Risk Rating

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.

Dynamic Risk Assessment to be completed for current incident

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							

Critical Incident Decision-Making Tool

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

STAFF CONTACT LIST

Incident Management Team and other responsible staffs' contact details are in section 3.1 and 3.2

Full staff contact list to be obtained from SIMS or paper backup in the event of an incident

KEY CONTACTS LIST

CONTACT	TELEPHONE NUMBER
School Contacts	
L Hedden - Chair of Governors	
G Herniman - Vice Chair of Governors	
Key Local Authority Contacts	
Communications Team	01245 434745
Emergency Duty Service (EDS)	0345 606 1212
Contracts\Support\Consultants	
Other Local Authority Contacts	
ECC General Enquiries	03457 430430
ECC Press Officer	07717 867525
ECC Insurance Service (Buildings insurance)	03330 139819
ECC Health & Safety Advice	03330 139818
ECC Educational Visits	01245 221022
ECC Schools Finance Support	03330 139832
Other Local Contacts	
BBC Essex Reception	01245 616000
Radio Essex	01702 455070
Evening Echo	01268 469396
Other Useful Contacts	
Foreign Office	020 7270 1500
Capita Education Services	0844 893 8000
Education Funding Agency (E.F.A)	0845 600 7979
Department for Education	