Critical Incident and Business Continuity Plan

September 2022

The aim of this plan is to provide guidance and support to enable the Academy to evacuate or lock down in the event of an emergency situation and to tackle the impact of severe disruptions due to a variety of unlikely, but credible, causes.

Date Approved:	**September 2022**	Review Date:	**September 2023**	Approved by:	**The Trust Board**

Contents

1.   Definition of a Critical Incident

1.1.   This plan deals with emergencies which are defined as 'an event (or events) usually sudden, which involve experiencing significant personal distress, to a level which potentially overwhelms normal responses and procedures and which is likely to have emotional and organisational consequences'.   Examples of an emergency would include:

   1.1.1   On site:
   - a gas leak
   - a major sewage leak
   - a significant flood
   - a fire or explosion
   - a member of staff or child being taken hostage
   - the destruction or serious vandalising of part of the school
   - the deliberate act of violence, such as the use of a knife or firearm
   - an accident or illness leading to fatality or serious injury

   1.1.2   Off-Site:
   - the death of a child or member of staff through natural causes or accident
   - a transport-related accident involving students and/or members of staff
   - a more widespread disaster in the community
   - death or injuries on journeys or excursions
   - civil disturbances and terrorism
   - an emergency relating to the local community

2.   Procedure in Event of an Emergency

2.1.   In the event of an emergency the Headteacher or Headteacher's representative will make an assessment of the risk and decide on the procedure to follow.   A flow chart is included as Appendix 1 and initial actions are detailed in Appendix 2. Emergency evacuation procedures are detailed in Appendix 5.

3.   Related Plans and Procedures

3.1.   This plan should be read in conjunction with the Academy's Fire Safety Blueprint.

4.   Plan Review and Testing

4.1.   This plan should be reviewed for currency and accuracy every 2 years or in the event of significant structural or organisational change.

4.2.   It is good practice to test the plan at regular intervals i.e. annually.

5. Emergency Grab Bag

5.1. An emergency grab bag is available and kept in reception. The grab bag includes:

- laminated floor plans of each building
- emergency Contact List
- location of emergency stop devices/valves etc. for equipment for gas, electricity and water etc. The location and type of any highly flammable liquids and gases on site.
- first Aid Kit
- bull Horn
- torch including spare batteries
- foil blankets x10
- high visibility jackets x2
- a copy of the Emergency Management and Business Continuity Plan and the Fire Safety Blueprint.
- a portable radio with spare batteries
- pens and a notebook
- disposable camera with film
- hazard barrier tape

6. Secondary assembly point

6.1. The secondary assembly point, should the tennis courts be inaccessible, is St John's Church and Church Hall on St Michael's Grove. The keys to both buildings are kept in the safe.

Appendix 1: Flow chart in Event of a Critical Incident

Make an assessment of the risk identifying:

- Degree of damage
- Likely period of disruption
- Consequence for site
- Risks to students, staff and public

Ensure the safety of students and staff

Contact Emergency Services if required

Assemble the Incident Management Team to manage the incident response (See Appendix 5 for agenda)

Brief staff, students, parents and trustees

Open and maintain a log of events, decisions and actions

Make immediate arrangements to support students and adults

Identify the affected critical functions and arrange relevant recovery arrangements

Set up arrangements to deal with public, communications and enquiries

Appendix 2: Initial Actions in the Event of a Critical Incident

Stage 1:

If during working/school hours:

- Unless there is overwhelming pressure, avoid closing the Academy and endeavour to maintain normal routines and timetables.
- Open and continue to maintain, a personal log of all factual information received, actions taken, and the time of those events.
- Make every attempt to clarify exactly what has happened.
- If deputising for the Headteacher, try to contact and brief them.
- Inform Chair of Trustees of incident.
- Call in the designated staff members to form the 'Incident Management Team' (see appendix 3), and nominate one as the On-Site Coordinator to oversee that team on your behalf.
- Be prepared to receive many telephone calls.
- Recognise the relevance of multi-cultural and multi-faith factors in the response.
- NB: It is especially important that if names of those who may have been involved in the incident are known DO NOT release – or confirm – them to anyone, before those identities are formally agreed and parents are informed.

If outside working/school hours:

- Arrange for a key holder to open certain parts of the premises/school as appropriate and to be available (and responsive) to requests.
- Arrange immediate premises/school administration support.
- Think about what you are wearing when you go into school, in case you are unavoidably drawn into a TV interview. If the incident does attract Media attention, you are likely to be inundated with requests for interviews and statements.

Stage 2:

Brief Staff Member acting as On-Site Co-ordinator to oversee the following:

- Set up arrangements to manage visitors – arrange for their names to be recorded.
- Set up arrangements to enable accurate information to flow into and out of the school and for telephones calls, by ensuring:
    - sufficient help is available to answer the many calls that could be received
    - staff maintain records of all calls received
    - brief, but up-to-date prepared statements are available to staff answering phones
    - media calls are directed to the Executive Assistant
    - care is taken when answering telephone calls
    - an independent telephone is made available for outgoing calls only – a mobile phone can be useful – but remember such messages can be readily intercepted
    - telephone staff are reminded that some calls could be bogus

- To arrange for all staff to be called in and, if necessary, briefed at an early stage. (Subsequent briefings say 2 x per day for 10 minutes, should be arranged).
- To be aware of how colleagues are coping
- To arrange for all students to be told (as appropriate), in simple terms, and at an early stage.
- To brief team to discourage staff and students from speaking to the Media.

- To arrange, if appropriate, for team members to each have a copy of the Next-of-Kin List.
- Decide whether to implement the business continuity plan.

Parents:
- If students are involved, the contacting of parents will be an important early task (remember if it is a major incident, the parents may well have already heard). It may be appropriate to ask the parents to come to the school for a briefing and support. This will need to be done with the utmost care.
- Maintain regular contact with parents.
- If the incident is away from school seek Police advice whether parents should travel to the scene, or whether students should be taken home.

Staff:
- Remember to have regular breaks, and advise others to do so.
- Maintain regular contact with staff. Make a point of seeing that all staff involved know each other's roles & responsibilities.
- Always try to think of something positive to say to staff & respond positively to ideas and suggestions
- Be available to see staff when required.
- Remember some members of staff may be so affected, that they will not be able to help in supporting students
- Recognise also that if the burden of dealing with the situation falls disproportionately on a small number of staff, they too could need professional support.
- If incident is away from premises/school, try to dissuade shocked staff from driving parents to the scene.

Stage 3 – Period following the close of the incident:

- When appropriate, seek advice from local clergy contact on special assemblies/funeral/memorial services.
- Prepare joint report with named Senior Officer.
- Arrange for a member of staff to make contact with any student/staff either at home or in hospital.
- Make sensitive arrangements for return to work/school (as appropriate).

Stage 4 – Longer term issues:

The effects of some incidents can continue for years. Thought will need to be given to:

- Work with staff to monitor students informally.
- Clarify procedures for referring students for individual help.
- Be aware that some staff may also need help in the longer term.
- Recognise and if appropriate, marking anniversaries.
- Remember to make any new staff aware of which students were affected and how they were affected.
- Remember that legal processes, inquiries and even news stories may bring back distressing memories and cause temporary upset within the premises/school.
- Remember if the incident does attract media attention, it is likely that interest will continue for many weeks.

Appendix 3: Incident Management Team Roles and Responsibilities

Incident Management Team

Role	Name
Headteacher	Mr C Prankerd
Deputy Headteacher	Mr D Butterworth
Executive Assistant	Mrs G Payne
Deputy Headteacher	Mrs A Lowe
Deputy Headteacher	Mr R Patel
Assistant Headteacher	Mrs N Bungay
Assistant Headteacher	Mr K Geddes
Site Manager	Mr L Lake
Chair of Trustees	Mrs R Clifton
Vice Chair of Trustees	Mr A Grant
Finance Manager	Mrs L Walker
Head of Student Support Services	Mrs S Hoggarth
IT	Mr C Prankerd
MIS	Mr A Payne

Roles and Responsibilities

Role	Responsibilities	Accountability / Authority
Headteacher	- Responsible owner of Business Continuity Management in the Academy - Ensuring the Academy has capacity within it's structure to respond to incidents - Determining the Academy's overall response and recovery strategy	The Headteacher has overall responsibility for day-to-management of the Academy, including lead decision-maker in times of crisis.
Deputy Headteacher (Business Continuity Co-ordinator)	- Business Continuity Plan development - Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc. - Involving the Academy 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 Academy on Business Continuity - Embedding a culture of resilience within the Academy, involving stakeholders as required	The Deputy Headteacher reports directly to the Headteacher who is a member of the Academy Incident Management Team.
Academy Incident Management Team	- Leading the Academy's initial and ongoing response to an incident - Declaring that an 'incident' is taking place - Activating the Business Continuity Plan	The Academy Incident Management Team has the delegated authority to authorise all decisions and actions required to

Role	Responsibilities	Accountability / Authority
	- Notifying relevant stakeholders of the incident, plan activation and ongoing response actions - Providing direction and leadership for the whole Academy 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 students - Staff welfare and employment issues	respond and recover from the incident.

Other roles/responsibilities to consider during the activation of a Business Continuity plan include:

Role	Responsibilities	Report to/Actions
Incident Log (record keeper) *(Deputy Headteacher)*	To record all key decisions and actions taken in relation to the incident	The Headteacher or School Incident Management Team.
Media Coordinator	Collating information about the incident for dissemination in Press Statements	The Headteacher but should not make direct contact with Media.
Communication	- Co-ordinating communication with key stakeholders including: - Governors - Parents/Carers/carers - School Transport Providers - External agencies e.g. Emergency Services, Health and Safety Unit	All communications activities should be agreed by the Academy Incident Management Team. Information sharing should be approved by the Headteacher (or Deputy Headteacher if the Headteacher is unavailable).
Site Manager	- To ensure site security and safety in an incident - To link with the Academy Incident team on any building/site issues - To liaise and work with any appointed contractors	Reporting directly to the Headteacher or Academy Incident Management Team.
ICT Coordinator *(ICT Network Manager)*	- To ensure the resilience of the Academy's ICT infrastructure - 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 Academy Incident Management Team.
Recovery	Leading and reporting on the	Is likely to already be a member of the Academy

Role	Responsibilities	Report to/Actions
Coordinator *(Deputy Headteacher)*	Academy'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	Incident Management Team, and will lead on recovery and resumption strategies. Reports directly to Headteacher.

Appendix 4: Information Gathering Checklist

Does the information need to be verified or confirmed?	
What has happened?	
Where and when?	
Name and contact no of adult at scene	
Extent of injuries, numbers and names	
Location of injured, name and contact number of adult present	
Location of uninjured, name and contact number of adult present	
Is help required from the establishment?	
Who has been informed?	
What has been said?	

Appendix 5: Incident Management Team Agenda

Agenda for a Meeting of the Incident Management Team

1.   Background and Situation Report as known (Business Continuity Co-ordinator to chair meeting)

2.   Updates and actions:

Premises
        Current state
        Critical items recovered/still in situ
        Estimate of return
Welfare (staff, visitors, clients)
        Confirm all persons accounted for
        Current arrangements for retaining staff
        Outstanding welfare issues
Communications
        Message given out to staff
        New contact number for public
        Public message via MIS Team
        Collect contact numbers for team members.
Continuity and Recovery
        Critical services affected
        Options to work around disruption
        Resources shortfall
        Alternative premises identified (if applicable)

3.   Time of next meeting

Appendix 6: Incident Log Form

Log of Events, Decisions and Actions				
Completed By:			**Sheet Number:**	
Incident:			**Date:**	
Time	**Log Details**			

Appendix 7: Off-site Visit Emergency Procedure Flow Chart

Emergency Occurs

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If necessary Group Leader phones 999 / 111 and immediately informs School Emergency Contact of the emergency and action taken

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Visit leader takes responsibility for the situation and informs school.

School No: 01329 318003
Contact Educational Visits Co-ordinator or Headteacher if they are unavailable through Contacts Card for visit.

Visit leader ensures any injured parties are looked after and all other students are supervised (this may mean re-allocating groups).

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If injured parties need to be taken to hospital, Visit Leader decides who will accompany them (usually a teacher but not the Leader who remains with group)

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Visit leader contacts school to update Headteacher.
Headteacher or Deputy will contact parents of students involved, Chair of Trustees, Insurers.

↓

In consultation with Head or Deputy Headteacher, Visit Leader decides whether to continue visit or to return to school.

Appendix 8: Emergency Evacuation Plan

1. Definitions

1.1 Emergency evacuation means the orderly and planned egress from the premises. A critical incident requiring evacuation could be due to a gas or water leak, structural weakness or damage to a building, dangerous object or substance (e.g. an incendiary device) brought into a building or onto the site by a member of the public, or a local external danger which results in a police evacuation order. (e.g. bomb warning/extremist threat).

2. Roles

2.1 The Senior Assistant Headteacher (another member of the Senior Leadership team in his absence) is responsible for implementing this procedure.

3. Emergency Evacuation Procedure and Plan

3.1 If a critical incident requiring evacuation should occur, the following procedures will be followed:

- Person who identifies risk / threat informs Headteacher or school office immediately.
- Incident Management Team quickly meet and establish roles. The manager (or his deputy) takes overall responsibility for the situation.
- Site manager to be alerted to isolate services and secure property.
- Progress Leaders to be alerted to prepare adults and students for evacuation – collect coats and bags, if time permits i.e. flood alert, and muster at usual point on the playground, having checked their areas and adult staff as per the fire procedure.
- Office staff to take the emergency grab bag, staff signing in prints from iPad, visitors pint from iPad and student registers to the assembly point.
- All staff and students to evacuate to the assembly point in the tennis courts. Once roll call is complete, each form tutor to leave with their students and walk to St John's Church on St Michael's Grove. Once at the Church another roll call to be completed.

4. Flood Evacuation

4.1. If sufficient notice is received, following consultation between the Headteacher and Chair of Trustees, the usual School Closure procedure will be followed.

   NB: The Floodline information number is 0845 988 1188.

5. Lockdown Procedures

5.1. In the event of an extremist, dangerous intruder or bomb threat, the Academy will go into lockdown. A lockdown of a building or group of buildings is an emergency procedure intended to secure and protect occupants who are in the proximity of an immediate threat. This procedure is used when it may be more dangerous to evacuate a building than stay inside. By controlling entry/exit and movement, emergency personnel are better able to contain and handle any threats. These procedures have been written to provide information of what should happen if the school receives a serious threat to its wellbeing and needs to take swift safety precautions to protect staff and students.

Should a threat be made to the school, lockdown procedures are as follows:

- The first member of staff who becomes aware of the threat emails or text "LOCKDOWN". The members of staff will do their best to sound the school bell intermittently.

- All staff instruct students to remain calm, not to talk, stay in your seat and not to use mobile phones.

- Teachers should lock doors where possible, close blinds or curtains and keep themselves and students away from windows and doors and allow students to enter the room if they look in

- Anyone outside the building should enter into the nearest building.

- Anyone in the corridors or in communal areas should go to the nearest classroom or office.

- If possible (not putting themselves at risk), the Site Team should secure the external doors.

- Students and staff should remain in their classes until told otherwise.

- If appropriate, emergency services and other organisations to be informed.

- **NB. If the fire alarm is activated during a lockdown, remain where you are and await further instructions via an all staff e-mail or word of mouth from the Senior Leadership Team.**

- The all clear will be given by an email or text stating that lockdown is over.

Appendix 9: Emergency Contact Numbers

Role	Name	Home Number	Mobile Number
Headteacher	Mr C Prankerd		07734337843
Executive Assistant	Mrs G Payne	01329 515044	07825614491
Deputy Headteacher	Mr R Patel		07980 553362
Deputy Headteacher	Mr D Butterworth	02380 431918	07912375485
Assistant Headteacher	Mrs N Bungay		07738275762
Assistant Headteacher	Mr K Geddes		07815823252
Assistant Headteacher	Mr C Collins		07793 227883
Site Manager	Mr L Lake		07931167428
Site Assistant	Mrs J Wright		07786785317
Chair of Trustees	Mrs R Clifton		07758936177
V. C of Trustees	Mrs A Grant		07841021499
Finance Manager	Mrs L Walker	02392 610277	07799643932
Head of Year 7	Mr G Day		07977202766
Head of KS4, 11 & 9	Mrs N Knight		07595415485
Head of KS3 & Year 10	Mrs A Smee		07933575305
Head of Year 8	Miss L Emery		07805 186560
IT	Mr C Prankerd		07734337843
MIS	Mr A Payne		07748907378
Community & Finance Assistant	Miss N Strong		07734460625
Clerk to Trustees	Mrs H Hamper		07786070439

Organisation	Contact Details
Police Emergency:	101/999
Police Non-Emergency	101/0845 045 45 45
Zurich Insurance: (Risk Management)	03453012784
District Borough Council:	01329 236100
District Borough Council, Out of Hours:	0800 374485
Local Police:	0845 045 4545
Electricity Emergencies:	0800 111999
Southern Water:	0845 278 0845
Wings:	01329 282888
Gas Emergencies:	0800 111 999
Wave 105 (news desk):	01489 481058
Capital FM (news):	0345 6000 958
Social Services Office:	01962 847 201
Social Services (HCC) Out of Hours:	0300 555 1373 (Phone, public & professionals) 07565 205102 (Text, hard of hearing/deaf clients)
QA Hospital:	02392 286000
St Mary's Hospital:	02392 680000
Gosport War Memorial Hospital:	02392 524611
Fareham College	01329 815200
Medhurst (Help desk)	01489 563000
St John's Church	01329 280762
Floodline:	0845 988 1118

Appendix 10: Business Continuity Plan

1. Background Information

1.1. No-notice disruptions are, by definition, impossible to predict. This plan deals with the ones most likely to occur:

- loss of premises (through fire, flood etc.)

- loss of utilities (electricity, gas, water, fuel)

- failure of IT and telephony

- staff shortage

1.2. The impact of any serious disruption may manifest itself in terms of: delivery of education, safety/welfare, financial consequences; reputation damage; environmental consequences.

2. Objectives of Plan

2.1. The plan is designed to achieve the following strategic objectives:

- to safeguard the safety and welfare of students, staff and visitors

- to resume provision of education services at the earliest opportunity and, where possible, secure a continuation of learning

- to maintain the community and identity of the Academy

- to return the Academy to normality

3. Plan Activation

3.1. This plan will be activated in response to an incident causing significant disruption to the Academy, particularly the delivery of key/critical activities. The responsibility for implementing this plan lies with the Headteacher or, if not available, a member of the Academy Incident Management Team.

4. Business Impact Assessment

4.1. For the purpose of this plan, the strategic critical function of the Academy is stated as:

'The provision of educational services to its registered students, including a safe and secure environment in which to learn.'

4.2. In a business continuity context, the following functions are intended to achieve the strategic aim. Each activity has an associated 'Maximum Tolerable Period of Disruption' (MTPD) by which it should be resumed, some being more urgent than others. This period will determine the order in which activities are resumed.

There are certain critical times where the functions listed below would have greater impact

Critical Function	Description	MTPD
Examinations	Providing staff and facilities to enable students to sit examinations.	1 Day
Teaching Staff	The provision of a suitable number of qualified teaching staff to deliver the National Curriculum.	1 Week
Support Staff	The provision of suitably qualified and experienced support staff to assist in the education of students and running of establishment services.	2 Weeks
Safe and Secure Premises	The provision of suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care and health & Safety requirements etc.	1 Week
Catering Facilities and Staff	The provision of suitable catering facilities and staff to enable preparation of school meals.	1 Week
Utilities - Gas	The supply of gas to enable the heating of premises and preparation of school meals etc.	1 Week
Utilities – Water	The supply of water for drinking and general usage including flushing of toilets, preparations of meals etc.	1 Week
Utilities - electric	The supply of electricity to enable ICT systems to run, lighting of premises etc.	1 Week
Provision of IT	The provision of IT to deliver education and to enable the establishment to run smoothly.	2 Weeks
Keeping of suitable records	The keeping of suitable records in relation to staff/students and general administrative functions within an establishment.	1 Month
Keeping of suitable coursework	The creation and safe keeping of coursework including electronic documentation and items such as textiles, D&T work pieces.	1 Month
Provision of cleaning contractors	The provision of suitable numbers of cleaners to carry out general cleaners to carry out general cleaning such as toilets, waste collection and removal.	1 Week

5. Potential Disruptions

5.1. Loss of Premises

Loss of premises may result from fire, flood, loss of essential utilities or the building is within an area cordoned off by emergency services. This may occur during school hours, necessitating and evacuation, or during non school hours preventing staff and student's access to the building.

Risk	Potential Workarounds	
Complete loss of site	Potential alternative sites:	1: St John's Church
		2: Fareham College
		3: Portable Classrooms
Partial loss of site	- Use of non-teaching classrooms. - Space Centre. - Portable Classroom	
Temporary loss of premises (utility failure)	Virtual learning	

5.2. Loss of Staff

The most likely scenarios involving a significant loss of staff are industrial action, fuel shortage, outbreak of disease (e.g. Pandemic influenza) and severe weather. In all of these events, there is likely to be a period of notice in which arrangements may be made to mitigate the effects.

It is a critical function of the school to provide a suitable number of qualified teaching staff to deliver the National Curriculum and suitably qualified and experienced support staff to assist in the education of students and running of establishment services.

Risk	Potential Workarounds
Pandemic Flu	A flu pandemic will occur in 2 waves, 3-9 months apart, with each wave lasting about 12 weeks. In addition to staff being off ill, you will also have staff being off to care for sick relatives etc.
	- Larger teaching groups (Hall, LRC, Gym) - Cover from supply agencies, volunteers, Governors - Hand gel in all rooms and toilets. - Full clean of all chairs and tables - Face masks

Risk	Potential Workarounds
Fuel Crisis	- Larger teaching groups (Hall, LRC, Gym) - Cover from supply agencies, volunteers, Governors - Use of minibus to collect staff
Industrial Action	As far as possible, without attempting to influence staff members' legal right to take industrial action, managers should try to estimate the proportion of staff who may be available to work in order to plan work in accordance with priorities - Virtual Learning Environment - Larger groups up to a suitable size to meet Health and Safety requirements. - Reducing year groups
Severe Weather	In the event of severe weather (e.g. snow/flooding), staff may be unable to travel to work. Employees are expected to make all efforts to reach their usual place of work providing they can do so safely without putting themselves or others at risk. - Snow tree in place - Communication reporting in place with CC/Website - Virtual Learning Environment - Larger teaching groups (Hall, LRC, Gym) - Cover from supply agencies, volunteers, Governors

5.3. Failure of IT/Data/Telephony

Failure of IT within a school could be caused by a variety of reasons such as fire, flooding, power cut etc. It is important to ensure that the main server is resilient with separate power supply but if this not possible, back up arrangements should be in place.

Risk	Critical IT Systems	Workaround Options
Failure of IT server/ systems	- SIMS (MIS) - PS Financials - Student & Staff files - E-mail - VLE	- Paper Registers - Students already have paper timetables - Backup server. - Budget allocation for contractor IT assistance in event of disaster. - Support contract with VLE provider who can assist IT Team / 3rd party to restore data. - Support contract with Access who can assist IT Team / 3rd party to restore data - Support contract with SIMS who can assist IT Team / 3rd party to restore data

Risk	Critical IT Systems	Workaround Options
Loss of Data	▪ Backup server with up to 30 days retention of critical data. Accessible by IT Staff & Medhurst if IT staff are unavailable	
Loss of Telephony	▪ E-mail, mobile phones	

5.4. Loss of utilities (Electricity, Gas, Water)

Risk	Impact	Potential Workarounds
Electricity/Gas	Heating system	Additional portable heaters
	Catering	Sandwiches, no hot food
	IT servers	Back up servers
Water	Drinking supply	Buy bottles of drinking water
	Sewerage	Hire a portable toilet and place on the fields.