Anglian Learning

Critical Incident and Business Continuity Plan

Revision History

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1 September 2024	Director of Operations	3.1	First Draft
30 September 2024	Director of Operations	4.0	Approved as final
30 August	Health & Safety Adviser	5.0	Approved as final

Distribution History

Date	Version	Distributed to
1 October 2024	4.0	Trust Leadership Group
18 September 2025	5.0	Trust Leadership Group

Reviewed and updated by Headteacher

Date	Version	Headteacher's name
October 2025	5.0	Mrs Lorna Stranger

Next Review Due

Review period	Version	Date review due and by whom
1 September 2026	6.0	Annually by the Health & Safety Adviser

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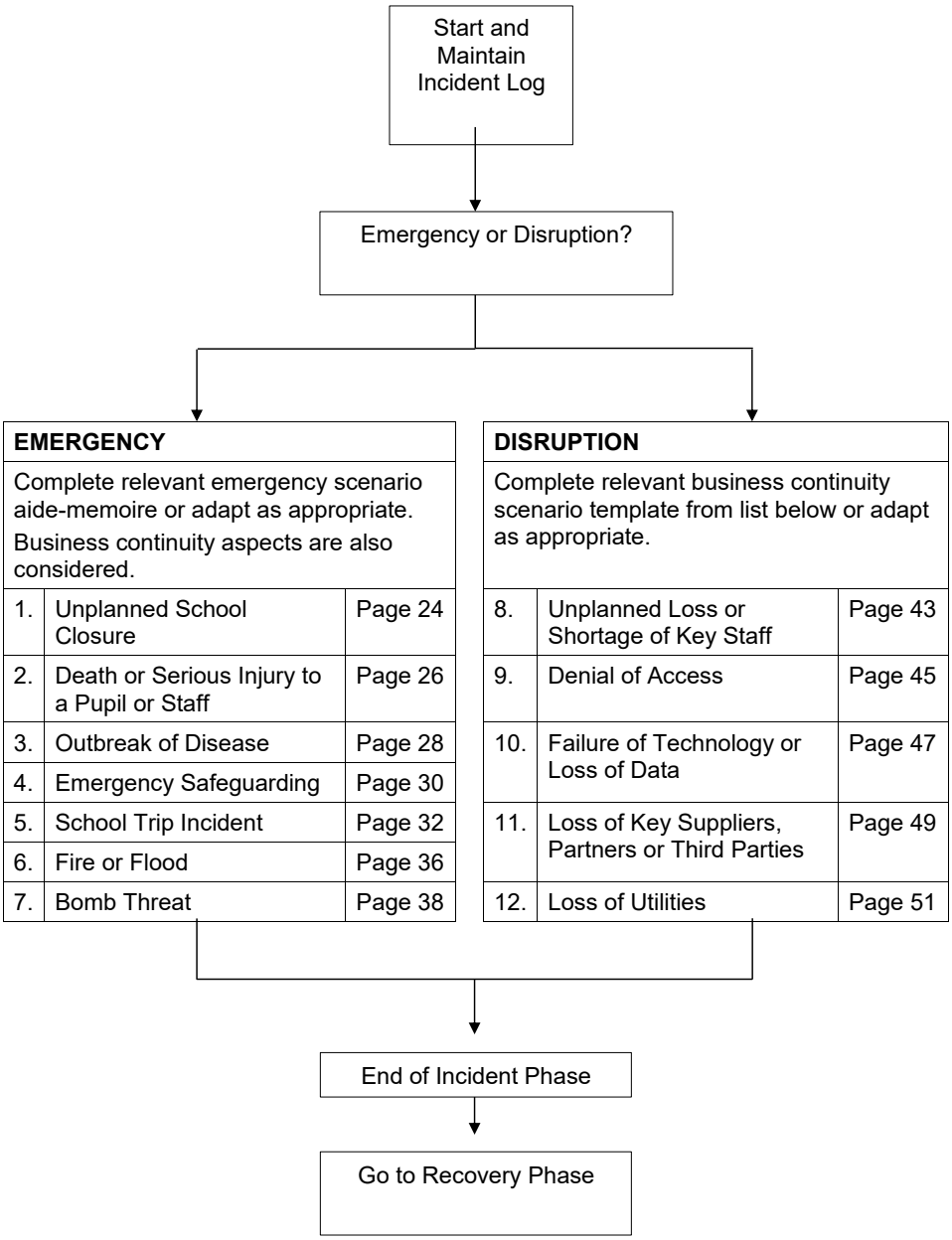
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Aims and Purpose

The purpose of this document is to provide a checklist of essential information and responses for handling critical incidents and emergencies, and then to ensure business continuity following such events. It is not intended to be exhaustive, and every incident brings its own unique challenges – leaders must use the guidance contained here as exactly that: guidance.

Head teachers and SLT, Site Leads and Business Managers / Senior Administrators should ensure that the document is completed with the relevant information and understood by all. Supplementary information may be added to reflect specific local needs (for example, OOSC activity, sports centres). The Plan should be reviewed on a regular basis and used to rehearse to emergency responses. Anglian Learning will also have access to the plan via a private Teams channel to enable the Trust to plan its response to any significant emergency.

Incident Response Activation



Emergency Key Contacts Sheet

Local Authority Contacts Cambridgeshire	**Name / Organisation**	**Telephone Number**
Senior Adviser - Leadership	Phil Nash	01223 699448 07920270820
Safeguarding Manager	Sara Rogers	01223 729045 07990936820
County Attendance Manager	Karen Beaton	01223 715577
Social & Education Transport Team Manager	Sue Eagle	01223 715598 07557900963
Social & Education Transport Quality Manager	Martin Kemp	01223 715605
CCC Communications Manager	communications@cambridgeshire.gov.uk	01223 699281 07833480348 (out of hours)
Outdoor Education Manager	Stephen Brown	01480 379677 07879436541
Property Compliance Manager (Asbestos, Legionella, Fire, Security)	Phil Hill	01223 699120 07771945185
Education Capital Programme Manager	John Claydon	01223 715504 07879434636
Emergency Planning Manager Emergency Management Team	Stewart Thomas	01223 727944 07803118550
North Cambridgeshire District Team	Sarah Tabbitt	07824 569459
South Cambridgeshire District Team	Sara Bailey	07825 680159
Mental Health and Emotional Well Being Service	CHUMS	0330 0581 659
School Closure	Emergencyschool.closure@cambridgeshire.gov.uk	N/A
	Out of Hours Comms – communcations@cambridgeshire.gov.uk	07833 480348
Local Authority Contacts Essex	**Name / Organisation**	**Telephone No.**
Leadership Adviser	Linda Talbot linda.talbot@EESforschools.org	07500990328
Senior Adviser for Leadership	Nicola Woolf Nicola.woolf@essex.gov.uk	07872869522
Safeguarding Manager LADO	Jo Barclay Jo.barclay@essex.gov.uk	03330 131078
County Attendance Manager	No contact number provided	No contact number provided
Social & Education Transport Team	Lee Curry	No contact number

Manager	Lee.curry@essex.gov.uk	provided
Essex CC Communications Manager	Tayla Johnson/Emily Baker	03330139880 07894963922
Outdoor Education Manager	Norberto Fusi Norberto.fusi@EESforschools.org	01245221022 07880179988
Local Authority Contacts **Suffolk**	**Name / Organisation updated Sept 23**	**Telephone Number**
Head of Service Early Years	Christina Lewis	01473265360
Senior Adviser for Leadership	Gill Larkin	07850908586
Safeguarding Manager	MASH	03456061499 01473260729
County Attendance Manager	Sharon Everitt (North Suffolk) Victoria Winter (South Suffolk)	01473265348/07843344227 01473265722/07850882297
Social & Education Transport Team Manager/Admissions	Jan Scott Angela Davey	01473264657 01473260978
Suffolk CC Communications Manager	Thomas Briscoe	01473265386
Traveller Liason	Katie Magill	01473264157
Emergency Planning Manager/School closures School Complaints/Critical Incident/Wellbeing	Pete Mumford Emma Laflin	01473260767 or 07872415274 01473260753
Mental Health and Emotional Well Being Service/Head of SEND service	Fran Alexander	01473260753
Assistant Director of Inclusion	Ros Sommerville	01472264817
Academy Leads	**Name**	**Telephone No.**
Chair of Governors	Stella Byrne	07948262951
Headteacher	Charley Minter	07487781514
Deputy Headteacher	Melissa McIvor	07968648526
Deputy Headteacher	Robert Davies	07974745483
Academy Key Holders	**Name**	**Telephone No.**
Office Manager		
Headteacher	Charley Minter	07487781514
Deputy Headteacher		
Head of Operations	Mark Hisscott	07450607583
Site Officer	Carly Stephens	07484455380
Academy Incident Management Team Members	**Name**	**Telephone No.**
Headteacher	Charley Minter	07487781514

Assistant Headteacher	Melissa McIvor	07968648526
Assistant Headteacher	Robert Davies	07974745483
Office Manager	Jane Chamberlain	07967403320
Governors	**Name**	**Telephone No.**
Chair	Stella Byrne	07948262951
Vice Chair	Jenni Carter	
Staff Governor	Robert Davies	
Governor	Georgina Dennett	
Governor	Christine Kennedy	
Governor	Joey Kettle	
Governor	Alison Robinson	
Governor	Shelley Thurgood	
Agency Staff Providers and Regular Supply Staff	**Name**	**Telephone No.**
Regular Supply Teacher	Leigh Rooke	07814364392
Vision for Education	Paul Ingrey	01223 608140
Teaching Personnel	Dan Peacey	01223 463146
Other Third Parties	**Name**	**Telephone No.**
Security Companies	ADT Alarms	03448001999
Transport Providers (list providers and contacts)	Route HL977	Suffolk on Board 01473265021 Felix Coaches 01787310571
External Site Users		
Vertas	Kelly Pearson	07966387332 01473944539
Bounce	Lyndsay McCormack	07981590754
Innovate Catering Services	Melissa Barrett	T:07570311485
VHS Cleaning Services	Nick Constantin	T:07564048627
CCC Fire Advisor	Barbara Noack barbara.noack@cambridgeshire.gov.uk	T:07824 694759
Property Compliance (Asbestos/Legionella/Safeguarding)	Phil Hill	T: 01223 699120 M: 07771945185
Property Services	PCH	T: 01638 67676
Leak Detection Company	Leakbusters (Leak Detection Ltd)	T:020 8829 8242

Central Team		
Jon Culpin (CEO)	jculpin@anglianlearning.org	W:01223 292342 M:07435303150
Charity Main (Chief Finance and Operating Officer)	cmain@anglianlearning.org	W:01223 340405 M:07494032274
Duncan Cooper (Director of Secondary Education)	dcooper@anglianlearning.org	W:01223 340403 M:07980314877
Rachael Johnston (Director of Primary Education)	rjohnston@anglianlearning.org	W:01223 340404 M:07545305758
Jonathan Rockey (Deputy Director of Secondary Education)	jrockey@anglianlearning.org	M: 07741190447
Laura Rawlings (Deputy Director of Primary Education)	lrawlings@anglianlearning.org	M: 07977466143
James Woodcock (Director of Education: Curriculum and Professional Learning)	jwoodcock@anglianlearning.org	W:01223 340402 M: 07787508496
Caroline Newman (Director of People & Culture)	cnewman@anglianlearning.org	W:01223 340406 M:07852376421
Richard Mayer (Director of IT)	rmayer@anglianlearning.org	W:01223 340391 M:07764486763
Ross Knappett (Head of Estates)	rknappett@anglianlearning.org	M:07538506454
Claudine Bateman (Director of School Estate Redevelopment)	cbateman@anglianlearning.org	W:01223 340361 M:07534964547
William Evans (Health & Safety Advisor)	wevans@anglianlearning.org	W:01223 983088 M:07949756210
Aaron Hamlin (Estates & Operations Manager)	ahamlin@anglianlearning.org	W:01223 618058 M:07944023041
Kevin Cornwell (Estates & Operations Manager)	kcornwell@anglianlearning.org	W:01223 618057 M:07497276566
Sam Pollard (Estates & Operations Manager)	spollard@anglianlearning.org	M:07540077791
Eliza Pearson (Marketing & Communications Officer)	epearson@anglianlearning.org	W:01223 618061 M: 07885589808
Kerrie Jones (Head of Governance, Compliance and Risk)	kjones@anglianlearning.org	W:01223 340375 M:07986496337
Camilla Saunders (Director of Inclusion)	csaunders@anglianlearning.org	W: 01223 618051 M: 07983544812
Stacie Cox (Financial Controller)	scox@anglianlearning.org	W:01223 340386 M: 07717 457501
Utility Companies		
Electric	EDF UK Power	T:08007838838 T:08003163105
Water	Anglian Water	T:08457919155

Gas Leak	Cadent Emergency	T:0800111999
Key Contractors		
Trade	**Name**	**Telephone No.**
Plumbing and heating	Gowing	01353 666669
Electrical contractors	A C Webb	01359232143
Communications and Media		
Athene Communications	Ryan Hyman Sam Ladds Email to be sent to Ryan@athene-communications.co.uk and copy Sam@athene-communications.co.uk and education@athene-communications.co.uk	01733 207338 01733 207337
Anglian Learning Marketing and Communications	Eliza Pearson, Marketing and Communications Officer	01223 618061 07885589808
Other Useful Numbers		
Teacher Support Network	24 Hour Helpline	T: 08000 562 561
Trade Union	Unison	T: 07944878886

Commented [WE1]: Please provide any details of key contractors used, Sharon should be able to support with contact details (e.g. plumbers, electricians)

Insurance	RPA Membership Number Bassingbourn VC 137427 Bottisham Community Primary 145425 Bottisham VC 136677 Joyce Frankland 138734 Linton VC 136442 Netherhall 142035 Sawston VC 136775 Fen Ditton 145423 Stapleford PS 140622 Howard CPS 146280, Linton Heights JS 143576 Meadow PS 140622 Pines PS 145031 Icknield PS 148454 Marleigh PA 149098 Clare Community Primary 144399	**RPA Team Contact Details** **Reporting a New Claim** Submit via: www.rpaclaimforms.co.uk **Urgent Incident Notifications** Phone: 0330 058 5566 **Claims Updates or Queries** Phone: 0330 058 5566 Email: rpa@topmarkcms.com **Overseas Travel Emergencies & Urgent Incidents** Phone: 0203 475 5031 **Overseas Travel Pre- travel Advice & Guidance** Website: https://traveltracking.northcottglobalsolutions.com/default.aspx Username: NGS.Topmarksolutions Password: topmarksolutions2018 Please email the following for access to E-Learning library: t2ops@northcottglobalsolutions.com **Queries on the Risk Management or Cover Provided** Phone: 0117 976 9361 Email: RPAAdvice@willistowerswatsonsecure.com Access to the RPA cover helpdesk is available 9.00 to 17.00 Monday to Friday excluding bank holidays. For assistance accessing the RPA Risk Management Portal: RMBluesupport@willis.com
Minibus Insurance	QBE European Operations Motor Fleet Insurance Policy Number: Y141494FLT0125A Vehicles insured: DK20AEX YK10WRO HX19FBF EK11GWO AV12KGY CN60AYA LX62CYL WH73BJJ WH73CVA SD74LLG RA73EXT SH74PGO	T: 020 7105 4000 / 0808 100 8181
Exam Board/s		

Local Hospital / Medical Centre	Guildhall Surgery 01787277523	T: 01787277523
Local Hospital	West Suffolk Hospital	T: 01284713000
Local Police Station		T: 01473 613500
Local Radio BBC Radio Cambridgeshire Heart Radio Star 107 BBC Radio Suffolk T:01473250000 radiosuffolk@bbc.co.uk	BBC Radio Cambridgeshire Heart Radio 103 and 102.7 Star 107 FM Radio KLFM 96.7 (Wisbech only)	T:01223 287132 T:01223 623830 Cambridgeshire.news@heart.co.uk T:01223 321107 natasha.bennett@starradioonline.com T:01553 771778 news@klfm967.co.uk
Local Press	Cambridge Evening News Cambridge Newmarket Journal Anglia TV	T:01223 434434 T:01638 668441 T:01223 467076 T:01603 619331
DFE closure password	As per closure letter	
Other Organisations		
Department for Education	Enquiry Line	T:0370 000 2288
Environment Agency	Flood Line (24 Hour)	T:0845 988 1188
Foreign and Commonwealth Office	Consular assistance (24 hr) If Abroad Ring:	T:020 7008 1500 T: +44 20 7008 1500
Public Health England	Main Switchboard	T:020 7654 8000
CHUMS Mental Health and Emotional Well Being Service		T:03300581659
Childline		T:08001111

Plan Distribution List
The plan should be treated as a secure document and its contents kept confidential at all times.

Distribution List	Location	Date Issued
Lorna Stranger (Head)	Office Copy	05.03.26
	Home Copy	05.03.26
Meissa McIvor (Assistant Head)	Office Copy	05.03.26
	Home Copy	05.03.26
Rob Davies (Assistant Head)	Office Copy	05.03.26
	Home Copy	05.03.26
Jane Chamberlain (Office manager)	Office Copy	05.03.26
	Home Copy	05.03.26
Emergency Grab Bag can be located at	Academy office	05.03.26
Critical Incident Management Team Members (CIMT), Input below: Charley Minter		
In addition to the people above:		
ICT Manager Tyson Bedwell		
Additional Copies: (if appropriate)]		
Off-Site Copy	Operations Manager	
Electronic Copies	Teams, Health and Safety Channel	

Defining an Incident: Emergency or Disruption?

Emergency

Definition:

Handling emergencies is a normal part of school life. Some incidents however, are of a more critical and overwhelming nature in which staff, pupils and parents may experience acute or even prolonged distress. Emergencies can:

- Arise with or without warning
- Cause or threaten death, injury or serious disruption to normal life
- Affect more people than can be dealt with under normal conditions
- Require special mobilisation and organisation of resources

Examples:

- The murder of a pupil or staff member
- Fatal road traffic collisions
- Fatalities or serious injuries on school trips
- Teacher, member of staff or pupil suicide
- Community tensions
- Major arson attacks
- Severe weather damage
- Missing pupils
- A fatal accident involving a contractor on school premises
- Pandemic

If an event or incident falls under one or more of the above definitions or examples it is likely to require a planned emergency response.

Choose from Emergency Templates 1-7

Disruption

Definition:

Not all incidents are emergencies. A disruptive challenge is an incident which:

- Results in an interruption to the delivery of key services
- Requires the educational establishment to respond
- in a manner outside of its normal day to day procedures

Causes of disruptions:

- Industrial action
- Sickness
- Severe weather
- Utility failure
- Supply chain issues

The primary aim of Business Continuity Planning (BCP) is to ensure that unless there is an overwhelming pressure caused by the disruption, the school remains open during term times and normal routines and timetables are maintained as far as possible.

It is important to develop strategies or alternative ways of working that allow this to happen, considering the circumstances of the incident and level of response required.

The Business Continuity Templates act as a guide to ensure minimal disruption to the school as a service and a return to normal as soon as possible.

Choose from Business Continuity Templates 8-12

Critical Incident Management Team Guidance

The Critical Incident Management Team (CIMT) is the group that will be convened during or following an incident in order to manage the situation in an organised and structured manner.

Any staff or personnel may be used to fill the roles depending on their skills and more than one role can be assigned to the same person. Some roles may naturally fall to particular staff; however, it is also important to consider that the tasks will have to be completed under a much greater amount of stress in an emergency. In addition to this, the roles and responsibilities called upon will very much depend on:

SCALE – What is the extent of the emergency and what resources are required?
DURATION – How long will the incident last, considering both short and long term?
IMPACT – How severe is the impact on key services, buildings or stakeholders?

Incident: a situation that is dealt with by the staff team. This may, perhaps, involve some communication with the academy leadership team (and / or to parents, and some support from the school management), but the staff member remains in control and is able to cope.

Emergency: an incident which overwhelms the coping mechanisms of the Staff Team and which requires the academy's Emergency Plan to be initiated. This may, perhaps, involve some communication with outside agencies and maybe support, but the academy takes control of the situation and is able to cope.

Critical Incident: an incident which overwhelms the coping mechanisms of both the Staff Team and the School, and which requires the school's Critical Incident Plan to be initiated.

Major Incident: an incident which (if in the UK) is declared as a major incident by the Police, who will take control, and where the relevant Local Authority's Major Incident Plan is initiated, or where (if outside the UK) the relevant authorities take control. The school's Critical Incident Plan will be required to co-ordinate with the police or other authorities.

Do remember that some incidents may require a lockdown of the school, so you must ensure that the plan does not just focus on evacuation.

Identify in your plan the contact / rendezvous points and emergency assembly areas for evacuation.

All academies have well-rehearsed fire evacuation procedures, but it is advisable that they should also have plans for a lockdown procedure. Lockdown keeps everybody in and intruders out. Schools are usually secure places during the day and it essential that good visitor access procedures are in place. There are steps that can be taken to make them more secure if the lockdown procedure is activated.

Scenario Testing

The CIP team should review and test scenarios using the incident templates, these must be conducted termly and logged. Feedback should be used to revise the critical Incident plan.

Lockdown

Please refer to Invacuation, Evacuation and Lockdown policy. Lockdown procedures need to be realistic and based upon the local risk to the school and its community.

Although plans will be different for each institution, schools will need to plan for a two stage partial lockdown or a full lockdown. The latter may be as a result of police advice or the threat as perceived by school staff and will require more protective measures to be implemented. It will be implemented if there is an immediate threat to the school and maybe an escalation of a partial lockdown.

Staff need to be alerted about the activation of the plan

It is advisable to practice lockdown arrangements and return to base procedures.

Emergency procedures for off site visits

The County Outdoor Education Manager provides guidance, training and advice for managing emergencies off site and access to the Evolve website for managing off-site visits. Fold up action plans for staff to take with them on visits are available.

Business Impact Analysis

The Business Impact Analysis (BIA) is a systematic process to determine and evaluate the potential effects of an interruption to critical business operations as a result of a disaster, accident or emergency. Business Impact Analysis should review activities which may cause major impact and include of Recovery Time Objectives and Recovery Point Objectives. The template identifies each area of analysis.

Scenario Testing

Critical Incident Plans should be tested via periodic scenario-based testing, these should be recorded and reviewed. Academies must undertake regular testing of their critical incident response systems to support staff preparedness and test the effectiveness of procedures. Where possible, testing should be realistic and involve scenarios which could realistically occur. Testing should take place periodically and as frequently as is deemed necessary to support effective practice. Scenarios should be logged using the scenario log sheet, outcomes reviewed and reflected in the Critical Incident Plan.

Multiple staff absence

There may be an occasion when there is multiple staff absence due to a severe virus, through other illnesses or through the impact of off-site accidents in which several members of the staff have been hurt. If there is insufficient staff to open the school parents will be informed as soon as possible. Guidance will be sought from the Executive Leadership Team, and / or the Local Authority as to whether staff members from within the Trust or neighboring schools being brought in at short notice to enable learning to continue in school. All possibilities will be looked into to ensure the school functions as normally and as soon as possible.

The table below allows you to think about and develop the following questions:

- What are the roles that may need to be filled during and following an incident?
- What are the key responsibilities that each role has?

- Whom do you have in the school that could fill each role if required? Recording the names and contact details of trained and suitable personnel will save time in an emergency.
- What are some of the training considerations and resources available for each role?

Role	Tasks and Responsibilities in an Emergency or Disruption	Pre-Incident Training and Resources	Staff (Names)
Incident / Security Lead	Strategic Role • Chair of Critical Incident • Management Team • Ensure school-wide continuity. • Receive information and make decisions • Lead on interviews or assign appropriate CIMT member e.g. a Media and Communications Lead. • Work through template	School specific scenario workshops Familiarisation with Emergency Plan	Charley Minter In absence Rob Davies and Mel McIvor TLG
Recovery Co-ordinator	• Maintain recovery log (use template) • Lead and report on the school's recovery process • Facilitate a full debrief • Identify lessons learned as a result of the incident / recovery • Liaise with the plan owner to ensure lessons learned are incorporated into the plan development	Emergency response and recovery guidance: www.gov.uk	Charley Minter In absence Rob Davies and Mel McIvor TLG

Role	Tasks and Responsibilities in an Emergency or Disruption	Pre-Incident Training and Resources	Staff (Names)
Parent, Communications and Media Lead	• Maintain a communications and media log. • Liaise immediately with Athene Communications (01733 207340 / 01733 207338 / 01733 207337). Ensure Athene are informed of all known details of the incident. • If you have received a media enquiry, follow their advice on the How to handle media enquiries document. • A member of the central team will be appointed as the main point of contact for all	A variety of media management and crisis communications courses can be found online.	Charley Minter In absence Rob Davies and Mel McIvor

Role	Tasks and Responsibilities in an Emergency or Disruption	Pre-Incident Training and Resources	Staff (Names)
	communications, publications, and enquiries. • Collate information about the incident and communicate to the main point of contact and Athene Communications to support press statements.		
Site Lead	• Maintain log of actions • Ensure site security and safety during and following an incident • Liaise with CIMT Manager to advise regarding infrastructure • Point of contact for contractors • Pre incident: ensure school site information section is up to date • Co-ordinate with Director of Operations • Locate and confirm arrangements for use of local building or buddy school • Identify and written plan of arrangements to access local building or buddy school. I.e walking route to safe place.	Risk Assessment Training Fire Safety / Marshal Training Inhouse School specific scenario workshops may also highlight facilities issues	Mark Hisscott
Health and Safety Lead	• Maintain health and safety log • Responsible for following and distributing any health and safety procedures or advice • Risk assessments • Consider infection control • Complete any accident / incident paperwork and RIDDOR forms. • Manage first aid considerations	Health and Safety courses and materials available from: • Health and Safety Executive • Website • Public Health England • Centre for Disease Prevention and Control	Mark Hisscott

Role	Tasks and Responsibilities in an Emergency or Disruption	Pre-Incident Training and Resources	Staff (Names)
Designated Safeguarding Lead	• Maintain safeguarding log • Ensure physical and emotional welfare of all pupils • Co-ordinate with Police, Family Liaison Officers; Educational Psychologists; Children's Services and any relevant voluntary organisations • DBS checks of temporary staff	School mandatory training	Charley Minter ADSL Rob Davies and Mel McIvor

Role	Tasks and Responsibilities in an Emergency or Disruption	Pre-Incident Training and Resources	Staff (Names)
Business Continuity Lead	• Liaise with ICT Lead • Take responsibility for business continuity considerations • Take decisions in order to return swiftly to 'business as usual' • Pre-incident business continuity checklist	School disruption and closure scenario workshops	Charley Minter In absence Rob Davies and Mel McIvor

Training and Exercising

To ensure the effectiveness of this plan during a real life incident the following training methods will be incorporated into the school's emergency preparations:

- Incorporating Emergency Plan training and awareness raising into inductions and mandatory training for all relevant personnel
- Including pupils in the training and awareness schedule. Test exercises, practicing the route to a 'buddy school/venue' or talking about past incidents can prepare pupils and create a greater atmosphere of calm in a real incident
- Planning 'walk-throughs' to communicate the contents of the plan and to ensure staff are familiar with arrangements and procedures
- Education and training for specific staff on Business Continuity and School Incident Management Team roles and responsibilities
- Component tests, for example checking alarms and locks and testing external storage devices
- Table-top exercises using example scenarios to check the validity and reliability of the plan contents
- Discussion of real life incidents to improve planning and response
- Regular review of training log to ensure training is relevant and up to date

A record will be kept, using the log sheet, of all training events, workshops or exercises.

Emergency Grab Bag

A 'grab bag' is a store of important and useful equipment and resources that can be accessed quickly should you be required to evacuate your premises. Consideration to where the grab bag(s) is located should be made; this is due to some sensitive information and data.

Section	Details
Completed Emergency and Business Continuity Plan	Emergency and Business Continuity Plan to include: • Key Contact details • School Specific Information as listed • Critical Incident Management Team details and contacts
Organisational Information	Staff Handbook (policies and procedures)
	Health and Safety Paperwork
	Supplier and contractor information
	QR Code and pin for digital signing in
	Pupil Information (Contact, Timetables)
	Staff information (Emergency contact, Timetables)
	Bus Information (LA contact, Bus information, Routes, Bus lists)
	Local 'Buddy / Venue ' Information
	Insurance contacts list
	Incident reporting checklist
	Useful LA and other agency / organisational contact numbers/names
	Individual care plans for children with medication, specialist medicines e.g. asthma inhaler, ADT meds etc. (check with school nurse and ensure each medicine container is clearly marked with child's name) (as with first aid kit). Consider having some sugary foods in your kit if any of the children have diabetes.
Equipment and other items	Laptop and mobile phone (mobile phone: charged and with credit)
	Pupil medication (In grey grab boxes in classes)
	Local Maps (showing car parking)
	Torches
	Whistles
	Stationery
	High Visibility Vests
	Two way radio
	Loud Hailer
	First Aid Kit and list of qualified staff

Buddy School	Name, address, phone number of buddy school	How will pupils get there? Route, Staff, Special Needs	Risk Assessment completed
A buddy is a school or other establishment. A buddy establishment is any identified building nearby where pupils and staff can be taken if unable to return to the school for some time. This can be a school or other establishment i.e. a school, village hall, church hall or hotel. It may be wise to identify at least two buddy establishments as one could be affected by the same emergency that is affecting your school, thus rendering it unusable. It is also important to include buildings outside of a 400 metre cordon around your school as this is a cordon size which may be implemented by the emergency services for various reasons, i.e. unexploded bomb found in the vicinity requiring evacuation of the surrounding area. Or if your school has considerably more pupils than your buddy establishment can cater for it may be necessary to split the pupils into different buddy establishments. Ensure that you have discussed the arrangements with your buddy establishment so that they are aware of your agreement, which may be a reciprocal agreement.	Stour Valley Community School Cavendish Road Clare Sudbury Suffolk CO10 8PJ	Walking – use of walking risk assessment We would choose to use Baptist church over this option as it means only walking down the pavement To walk to Stour use the agreed route in risk assessment	Walking to Stour risk assessment printed copy in emergency box

Business Continuity Checklist

Action	Completed Date/Name	Reviewed Date/Name	Reviewed Date/Name
Include alternative numbers on the Contacts Sheet for: • Suppliers and third parties • Caterers • Supply / agency staff • ICT support • Transport providers • Key holders	All on phone tree July 26		
Electronic back up of data and off-site storage of hard copies (record location of each document): • Insurance • Legal • Emergency Plan • Staff list and next of kin • Pupil list and next of kin • Timetables for staff and pupils	On Bromcom Insurance with Site July 26		
Keep an asset register of valuable school items for insurance purposes (including photos)	Check with Site and IT		
Ensure safety of and access to valuable school documents such as controlled assessments	These are kept in head's office		
Access to remote learning: internet, e-mail, networks	Teams for KS2 as they have emails		

Commented [WE2]: To update with dates when completed.

Commented [LS3R2]: Left it as a list for SLT to look into further next term

Partnership with 'Buddy School / Venue' shared facilities, information, staff and resources	Stour Valley July 2026		
Arrangements for priority and / or vulnerable groups. May depend on exam timetables or school users	Vulnerable register being put in place Sept 26		
Security considerations: • Alarms • Visitor badges • Building Access • Set of keys	Site have access to these July 26		
Temporary off-site office or meeting place established Location:	Stour Valley July 26		

Having these business continuity preparations and good practices in place will help to ensure a continued provision of education and safety for our pupils during times of pressure or limited resources.

Emergency Preparations Checklist

Action	Completed Date / Name	Reviewed Date / Name	Reviewed Date / Name
Populate Emergency Contacts Sheet	October 2025		
Critical Incident Management Team: establish roles and carry out training	October 2025		
Put together emergency grab bags: Note locations of each bag	October 2025		
School Transport Contact details of LA transport department Contact details of bus companies	October 2025		
Copies of: Individual Pupil timetable Year group timetable	N/A		
Include school site specific information in Resources Section of plan	Oct 2025		
Complete Business Continuity Checklist	October 2025		
Print out Telephone Bomb Threat sheet – keep in reception / main office / switchboard	October 2025		
Distribute completed plan to copy holders: Note locations on distribution list	Spring term 2025		
Staff and pupil training, awareness and familiarity with the plan (should be ongoing)	November 21st 2025		

Templates

Template 1 – Unplanned School Closure

For example, severe weather or civil disturbances

Action	Person Responsible	Completed Time	Notes
Start incident log			
Contact Headteacher or Deputy (Contact Sheet)			
Activation of plan: note date and time			
Activate School closure password			
If applicable Liaise with Emergency Services or relevant organizations e.g. utility companies			
If in immediate danger, evacuate or invacuate to a point of safety			
Temporary relocation: liaise with 'Buddy School/Venue'			
Convene School Incident Management Team			
Alert as appropriate: • Trust Central Team • Chair of Governors • Teaching staff • Support staff • Contractors (Caterer / Cleaning)			
Inform Local Authority They will update the council website			
Consider media, PR and information sharing – see Media and Communications Checklist			
• Contact: • School Organisation Team • Children's Services • Area Education Officer • Public Relations Officer • Emergency Planning Officer • Property Services • Insurance Company • See Contacts Sheet			
Inform parents / carers Inform pupils			

Establish helpline			
Transportation			
Business Continuity Considerations			
Exam timetables			
Controlled assessments			
Catering requirements			
Cleaning requirements			
Sports Centres			
Consider suppliers: cancel or relocate deliveries			
Site security			
Cancellations: bookings, transport, clubs etc			
Record all changes and cancellations for easy reinstatement			
Regular updates in place for parents, staff, pupils			
Plan for re-opening and return to normality			
Prepare for Recovery Stage.			

Further Notes:

Template 2 – Death or Serious Injury to a Pupil or Staff

For example, violence, assault or accidents

Action	Person Responsible	Completed Time	Notes
Start Incident Log			
Contact Headteacher or Deputy (Contact Sheet)			
Activation of plan: note date and time			
Record injuries and casualties: names, locations			
Liaise with Emergency Services/hospitals and regularly update			
Convene Critical Incident Management Team			
Set up an Incident Control Room as a focal point for all information and decisions			
Inform parents or carers directly involved			
Alert as appropriate: • Trust Central Team • Chair of Governors • Teaching staff • Support staff • Contracts			
Follow School Health and Safety policies and procedures • Fill out accident/incident forms • RIDDOR, contact CCC H&S Team			
Consider media, PR and information sharing– see Media and Communications Checklist			

Contact: • Public Relations Officer • Area Education Officer • Emergency Planning Officer • Children's Services • Educational Psychologists • Department for Education • Unions • See Contacts Sheet			
Inform those not involved: • Parents / carers • Pupils • Neighbouring schools			
Establish helpline			
In event of unplanned school closure see Template 1			
Establish a briefing room(s) for families and / or staff			
Nominate a 'meet and greet' person			
Business Continuity Considerations			
Exam timetables			
Controlled assessments			
Cancel bookings/activities			
Security of site			
Recovery and Support Considerations			
Voluntary organisations: advice and guidance			
Appeals for information / donations etc.			
Funeral attendance / arrangement			
Debrief for all involved			
Prepare for Recovery Stage.			

Further Notes:

Template 3 – Outbreak of Disease

For example, Pandemic Flu, Meningitis, Measles etc

Action	Person Responsible	Completed Time	Notes
Start Incident Log			
Contact Headteacher or Deputy, CEO (Contact Sheet)			
Activation of Plan: note date and time			
Compile a list of affected pupils / staff: names, symptoms, location			
Seek guidance from the Central Team			
Convene Critical Incident Management Team			
Set up an Incident Control Room as a focal point for all information and decisions (off-site if required)			
Alert as appropriate: • Chair of Governors • Teaching Staff • Support Staff • Contracts			
Follow School Health and Safety Policies and Procedures • Accident and Incident Forms • Risk Assessment • RIDDOR			
Consider media, PR and information sharing– See Media and Communications Checklist			
Contact: • Public Health England • Emergency Planning Officer • Area Education Officer • Children's Services See Contacts Sheet			
Establish helpline			

Use social media and school website to update public			
Alert neighbouring schools and maintain information sharing			
Consider other templates (if relevant): Unplanned School Closure			
If applicable liaise with Emergency Services			
Business Continuity Considerations			
Support from Voluntary organisations			
Insurance / legal			
Exam timetables			
Controlled assessments			
Cancel bookings/events as required. Keep a record for easy re-instatement			
Maintain regular updates to staff, families, pupils			
Prepare for Recovery Stage.			

Further Notes:

Template 4 – Emergency Safeguarding / Lockdown

For example, intruder on school premises, missing children, child custody issues

Action	Person Responsible	Completed Time	Notes
Start Incident Log			
Alert school Child Protection Officer and Headteacher immediately			
Activation of plan: note date and time			
Consult school safeguarding threshold document and follow school procedures as necessary.			
Take specific actions to avoid escalation e.g. lock-down, search of premises and grounds for missing child. Only do so if you are trained and it is safe to do so			
If necessary, evacuate or invacuate pupils / staff to a point of safety			
Call and liaise with Emergency Services			
Convene Critical Incident Management Team (Page 13)			
Set up an Incident Control Room as a focal point for all information and decisions			
Alert as appropriate: • Trust central team • Chair of Governors • Teaching staff • Support staff • Contracts			
Follow School Health and Safety policies and procedure. • Accident and incident forms • RIDDOR			
Consider media, PR and information sharing– see Media and Communications Checklist			

Contact Local Authority: • Emergency Planning Officer • Children's Services • Public Relations Officer • Area Education Officer • Educational Psychologists			
Establish a helpline and use this to arrange a meeting for parents and carers: explain the situation			
Maintain lines of communication with: • Pupils • Parents • Local Authority • Emergency Services • Neighbouring schools See Contacts Sheet			
Establish a briefing room (s) for families and / or staff			
Nominate a 'meet and greet' person			
Other Templates: • Unplanned School Closure • Death / Serious Injury			
Business Continuity Considerations			
Insurance / legal considerations			
Cancel bookings and activities as required. Keep a record to allow for quick re-instatement			
Controlled assessments			
Exam timetables			
Security of site			
Prepare for Recovery Stage. Go to (Page 56)			

Further Notes:

Template 5 – School Trip Incident

For example, off- site accidents, transport accidents, transport delays

Action	Person Responsible	Completed Time	Notes
School Based Contact: On receiving a call from a group on a visit use the 'Home Based Contact Emergency Action Sheet' to record key information			
Decide level of response. If required activate emergency plan. Note date and time			
Start Incident Log			
Convene Critical Incident Management Team			
Use EVOLVE – School based contact to access trip details			
Set up an Incident Control Room as a focal point for all information and decisions			
If applicable Contact Police			
Contact Local Authority • Emergency Planning Officer • Area Education Officer • Child Services • Public Relations Officer See Contacts Sheet			
Follow School Health and Safety Policies and Procedures • Accident and Incident Forms • RIDDOR			
Pupil Considerations: Liaise with School Trip based contact			
Specific pupil needs: medication, glasses, dietary needs etc.			
Catering requirements			
Alternative accommodation and / or transport			
Ensure arrangements for return home are in place			
Media, PR & Information Sharing: Use Communications and Media Checklist			

Contact: • Central Team • Chair of Governors • Parents / Carers • Home contacts for staff/volunteers on trip • Transport Provider • Insurance Provider • Public Relations Officer • Foreign and Commonwealth Office (if abroad)			
Depending on severity of incident establish helpline for: • Central Team • Governors • Staff • Pupils • Parents / Carers • Public			
Establish a briefing room (s) for families and / or staff			
Nominate a 'meet and greet'			
Voluntary organisations: advice and guidance			
See other scenarios as required: • Death / Serious Injury • Outbreak of Disease • Emergency Safeguarding			
Response Actions and Business Continuity Considerations			
Re-schedule or cancel activities Record any changes made			
If Delays are extensive: Controlled assessment/exam timetable considerations. Continued updates to home			
Log damaged and lost items Log costs of incident Contact insurance			
Prepare for Recovery Stage.			
Contact Athene Communications as per the Media and Communications Checklist Check that an appropriate image is linked to the incident update if online.			

Further Notes:

School Trip: Home Based Contact Emergency Action Sheet

1. In the event of receiving an emergency call from a group on a visit, remember they will be extremely stressed. You need to remain calm and record as much information as possible using the table below:

Time:	Date:
Name of Caller:	
Trip:	
Number to call back on:	
Find out: What happened?	
When did it happen?	
Who is involved?	
Type of incident	
Number of people involved / casualties.	

Location of incident
Emergency services / Foreign and Commonwealth Office present?
What support do they need?
Intended Actions of Trip Leader and Group

2. Advise that you will be setting up a Critical Incident Management Team to deal with the incident and will call back at an agreed time or within an agreed interval.
3. Advise the caller to record any actions taken and to provide regular updates.

Template 6 – Fire or Flood

For example, burst water main, fire on premises or neighboring building

Action	Person Responsible	Completed Time	Notes
Follow school evacuation / closure procedures as required			
Start Incident Log			
Contact Headteacher or Deputy			
Activation of plan – note date and time			
Liaise with Emergency Services			
Convene Critical Incident Management Team			
Set up an Incident Control Room as a focal point for all information and decisions (off-site if required)			
Alert as appropriate: • ELT • Governors • Teaching staff • Support staff • Contracts			
Consider media, PR and information sharing – see Media and Communications Checklist			
Contact as applicable: • Public Relations Officer • Children's Services • Area Education Officer • Property Services • Insurance Company • Portacabin if temp building required Contact Sheet			
Follow School Health and Safety policies and procedures • Accident and incident forms • RIDDOR			
Establish helpline			

Establish a briefing room (s) for families and / or staff			
Nominate a ‘meet and greet’			
Alert parents / carers			
Relocation – liaise with ‘Buddy School’			
Specific pupil needs: medication, glasses, dietary needs etc.			
Catering requirements			
Voluntary organisations: advice and guidance			
Other Templates: • Unplanned School Closure • Death / Serious Injury			
Business Continuity Considerations			
Re-schedule or cancel activities			
Log damaged and lost items Log costs of incident			
Prepare for Recovery Stage.			

Further Notes:

Template 7 – Bomb Threat

For example, telephone threats, suspicious packages or unexploded devices

Action	Person Responsible	Completed Time	Notes
Start Incident Log. Record all information			
Contact Headteacher or Deputy			
Activation of plan – note date and time			
If it is a telephone threat use Bomb Threat Sheet to record details of the call and give to Police Consider whether telephone threat is credible			
Convene Critical Incident Management Team			
Collect Attendance Register and Grab Bag/Medication			
Calmly evacuate building using normal evacuation procedures to the muster point or outside the emergency services cordon			
Take a pupil roll call: any missing pupils or staff are to be reported to police No searches are to be carried out			
If all pupils are present consider safe relocation such as local park or 'buddy school Mode of transport or walking route to Buddy School/building as previously identified.			
Establish off-site Incident Control Point			
Ensure First Aiders report to Incident Control Point			
Call 999 and advise emergency services of actions 1. Police 2. Fire (may be alerted automatically by alarm) For out of hours threats, key holder is to inform police immediately			

Site security: Keep all personnel out of the school until safe to return			
Alert: • ELT • Governors • Staff • Support Staff • Pupils and parents / carers			
Consider media, PR and information sharing – See Media and Communications Checklist			
Contact: • Children's Services • Area Education Officer • Emergency Planning Officer • Property Services • Insurance Company See Contacts Sheet			
Transportation			
Business Continuity Considerations			
Contact Buddy School to arrange transfer			
Exam timetables / controlled assessments			
Catering requirements			
Re-schedule or cancel activities – record any changes made			
Regular updates in place for parents, staff, pupils			
Plan for re-opening: return to normality			
Prepare for Recovery Stage.			

Further Notes:

Example communication – to be used as part of first response and agreed with Director/Deputy Director or other Shared Services Lead. Further communication is to be agreed with Shared Services Team and Athene.

Dear Parents and Carers

At 10am this morning, we were alerted to a bomb threat made by phone call to the school.

Following advice from Cambridgeshire Police, staff and pupils were immediately evacuated and safely relocated to nearby [insert text].

They will remain there as we await further advice and instruction from the Police, who are currently investigating the threat.

Please be reassured that your child's safety is our highest priority and we thank all pupils for acting sensibly throughout.

Please do not come to collect your child at this stage. We will share further information with you as soon as we have it.

Telephone Bomb Threat Sheet

Print out and keep copies in reception and main office areas

Date: ..... Time: ..... Name: .....

When is the bomb going to explode?.....

Where is it right now? .....

What does it look like?.....

What kind of bomb is it?.....

What will cause it to explode?.....

What is your organisation / codeword?.....

Did you place the bomb? .....

Why are you doing this?.....

What is your name / address? .....

Exact wording of threat: .....

.....

.....

Telephone number (if available) .....

Time of call completion: .....

DO NOT HANG UP THE PHONE
(Try to keep the caller talking and attract the attention of your line manager)

You must inform your site manager on ext.: .....

Additional details: .....

.....

.....

Gender		**Tone of Voice**		**Behaviour of Caller**	
Male		Deep		Calm	
Female		High Pitched		Angry	
Age		Nasal		Laughing	
Old		Muffled		Crying	
Young		Disguised		Excited	
		Familiar *		Slow	
		Stutter		Rapid	
		Loud		Irrational	

*If familiar, who did it sound like? .....

Accent (specify) .....

Distraction / Background noises (give as much detail as possible).

Description	Yes	No	Comment
Noise on line			
Payphone tone or pips			
Operator instructions			
Any one in background			
Clear line static			
Aircraft			
Household noises			
Crackling			
Office			
Phonebox			
Machinery			
Animals			
Music			
PA System			
Traffic			
Talking			
Long Distance			
Children			
Anything Else			

Further Notes:

Template 8 – Unplanned Loss or Shortage of Key Staff

For example, industrial action or illness

Action	Responsible	Completed? Date / Time	Notes
Start and Maintain Incident Log			
Contact Headteacher or Deputy			
Identify: • Which staff are absent • Timescale of shortage • Critical services disrupted			
Convene Critical Incident Management Team if necessary Assess: SCALE, DURATION and IMPACT			
Inform as appropriate: • ELT • Chair of Governors • Teaching Staff • Support Staff • Parents / Carers • Pupils Use Communications and Media Checklist			
Liaise with support organisations or services: • Children's Services • Emergency Planning Officer • Department for Education Services • Area Education Officer • Risk and Insurance See Contact List			
Alternative Teaching Staff • Supply teachers contact list • Agency staff			
Multi-skilled staff • List of staff skills location • Re-allocate staff			
Class Sizes • Maintain acceptable ratio staff: pupils • Can activities be arranged e.g. sports, assemblies, external providers			

Support Staff Consider human resources available: exam invigilators, after-school club leaders etc.			
Virtual Learning Environment • Schools own 'e learning' website, • Remote learning / assessment			
School Timetable • Alternative timetable to accommodate fewer staff			
Buddy Schools • Liaise with neighbouring schools • Shared staff / facilities			
Support for returning staff • Is any support required after absence?			
See Unplanned Schools Closure Template for Business Continuity through a full closure.			

Further Notes:

Template 9 – Denial of Access

For example, preserved scene: break-in investigation, alarms not working / electronic doors

Action	Responsible	Completed? Time	Notes
Start and Maintain Incident Log			
Contact Headteacher or Deputy			
Identify disruption: • Damage to property or equipment • Critical service functions			
Contact Police (999 or 101 for non-emergencies)			
Convene Critical Incident Management Team if necessary (Page 13) Assess: SCALE, DURATION and IMPACT			
Inform as appropriate: • ELT • Governors • Teaching Staff • Support Staff • Parents/Carers • Pupils Use Communications and Media Checklist			
Liaise with support organisations or services: • Children's Services • Emergency Planning Officer • Department for Education Services • Area Education Officer • Risk and Insurance Company See Contact List (Page 5)			
Site Security • List of key holders location • Consider other means of access e.g. locksmith • Ensure site access is restricted • Keep records of those at or leaving site • Security company			

Health & Safety • Is access limited by a hazardous event? E.g. fire, asbestos exposure, break-in • Ensure health and safety of site attendees is monitored			
Make alternative arrangements to cover (as necessary): • Accommodation • Lessons • Activities • After school clubs or events			
Remedial Action • Initiate action necessary to regain access e.g. locksmith, repairs, clean-up • Monitor ongoing works and liaise with stakeholders			
See Unplanned Schools Closure Template for Business Continuity through a full closure.			

Further Notes:

Template 10 – Failure of Technology or Loss of Data

For example, network disruption, damage to computers.

Action	Responsible	Completed? Time	Notes
Start and Maintain Incident Log			
Contact Headteacher or Deputy			
Contact ICT Support/Director of IT / GDPR Data lead Establish: • Extent of loss • Timescale of loss • Loss of personal / confidential data • Back – up offered • Critical services disrupted			
Severity of Impact: • User groups/vulnerable groups affected • Potential security breaches • Safeguarding – liaise with school's Child • Protection Officer			
Convene Critical Incident Management Team if necessary (Page 13) Assess: SCALE, DURATION and IMPACT			
Inform as appropriate: • ELT • Governors • Teaching staff • Support staff • Parents/Carers • Pupils Use Communications and Media Checklist			
Liaise with support organisations or services as required]: • Trust GDPR Lead • Children's Services • Emergency Planning Officer • Department for Education Services • Area Education Officer • Risk and Insurance See Contact List			

Alternative Data Locations or Facilities • Offsite data/hard copies • 'Buddy School' facilities			
School Timetable • Alternative timetable to compensate loss of lessons • Failure of remote learning considerations • Activities/specific sessions requiring technology re-arranged • Controlled assessment and exam timetables			
Site Security and Access • CCTV / alarms / access Points – all functioning? Consider limiting access points if not. • Key holders identified • Identification/visitor badges for ICT support t/ technology companies			
See Unplanned Schools Closure Template for Business Continuity through a full closure.			

Further Notes:

Template 11 – Loss of Key Suppliers, Partners or Third Parties

For example, liquidation of a supplier company

Action	Responsible	Completed Date / Time	Notes
Start and Maintain Incident Log			
Contact Headteacher or Deputy			
Contact Supplier / Partner and Establish: • Timescale of loss • Critical services disrupted • Back-up options – suppliers			
Severity of Impact: • User groups/vulnerable groups affected • Proportion of school affected			
Convene Critical Incident Management Team if necessary Assess: SCALE, DURATION and IMPACT			
Inform: • ELT • Governors • Teaching staff • Support staff • Parents / Carers • Pupils Use Communications and Media Checklist			
Liaise with support organisations or services: • Children's Services • Emergency Planning Officer • Department for Education Services • Area Education Officer • Risk and Insurance See Contact List			
Alternative Temporary Supplies/Facilities • 'Buddy School' facilities • Council assistance • Secondary suppliers or partners			

Catering Requirements • Alternative lunches • Location – onsite / offsite			
School Timetable • Alternative timetable to compensate for loss of supplies or third parties • Activities / specific sessions re-arranged • Controlled assessment and exam timetables			
Site Security and Access • Unused areas locked up • Key holders identified • Identification/visitor badges for secondary suppliers etc.			
See Unplanned Schools Closure Template for Business Continuity through a full closure.			

Further Notes:

Template 12 – Loss of Utilities

For example, damage to water or electricity supply.

Action	Responsible	Completed Date / Time	Notes
Start Incident Log			
Contact Headteacher or Deputy			
Contact Utility Company and Establish: • Timescale of loss • Areas of school affected • Critical services disrupted • Back-up options – generators etc.			
Level of Impact: • Time of day • Season / weather / temperature • School Closure			
Convene Critical Incident Management Team if necessary Assess: SCALE, DURATION and IMPACT			
Inform: • ELT • Governors • Teaching Staff • Support Staff • Parents / Carers • Pupils Use Communications and Media Checklist (Page 54)			
Liaise with support organisations or services: • Children's Services • Emergency Planning Officer • Department for Education Services • Area Education Officer • Risk and Insurance See Contact List			
Alternative Teaching Location or staff working location • Areas of school not affected • 'Buddy School' facilities • Local venue / hall			
Catering Requirements • Alternative lunches • Location – onsite / offsite			

School Timetable • Alternative timetable to compensate for loss of lesson time • Alternative start or finish time. • Controlled assessment and exam timetables			
Site Security and Access • Unused areas locked up • Key holders identified • Identification / visitor badges for utility workers • Access for contractors			
See Unplanned Schools Closure Template for Business Continuity through a full closure.			

Further Notes:

Incident Log Sheet

Incident Name:				Sheet Number:		
Date	**Time**	**Contact Details (incoming / outgoing)**	**Information (received / given)**	**Actions (to be taken)**	**Complete? (Date / Time)**	**Person Responsible**

Communications and Media Checklist

Actions	Completed Date/Time
Identify a Communications and Media Lead.	
Start and maintain a log (Use a copy of the Log Sheet).	
Liaise with emergency services and request a contact person and case number for handling media.	
Contact Athene Communications who is responsible for all media communication and community communication. Athene Communications: Ryan Hyman, Deputy Managing Director, 01733 207338, ryan@athene-communications.co.uk Sam Ladds, Senior Education Account Manager, 01733 207337, sam@athene-communications.co.uk Copy: education@athene-communications.co.uk	
Gather facts: who, what, when and credibility of the source and share with Athene Communications.	
Athene Communications will provide an email for staff, parents and carers, a website statement, social media statement (if appropriate) and will create a press release when appropriate to do so. They will liaise with the emergency services. Athene Communications will share the press release with the media following the approval of the academy's appointed communications and media lead and either the CEO, Director of Primary Education, or Director of Secondary Education.,	
Check statements with legal advisers, if necessary. Athene Communications will guide you if this is required.	
If possible alert staff that a statement to media will be released at an agreed time.	
Consider management of on-site media: parking and refreshments if appropriate.	
Identify all interested parties that may need to be informed and prioritise. Use the Specific Incident template as a prompt.	
Athene Communications will use the information provided by the academy, central team, Police, Fire, Ambulance and other Local Authorities or other services to draft the communication to inform parents, carers and the public.	
Designate a helpline number – The Local Authority Communication Unit may also be able to provide this service.	
Keep phone lines for Emergency Services / Local Authority separate from the public or family / carers helpline	
Set up an answer phone message which can be updated regularly.	
Contact those directly affected either through a telephone conversation or face to face if possible	

Use text messages for quick transfer of information – this is not ideal in more sensitive circumstances or where alarm may be caused.	
Update the school website (ensure the image displayed is appropriate for the update being given) as guided by Athene Communications.	
Use the local radio as a communication resource as guided by Athene Communications.	
Use social media to spread advice and information: Facebook, X, Instagram as guided by Athene Communications.	

Critical Incident Record Log

All critical incidents – whether real emergencies or practice drills – must be recorded in this log. This provides a central historical record of incidents for reference, audit, and compliance.

Date	Time	Incident Category	Emergency or drill	Logged By

Scenario School Incident Evaluation Form

School Name:	Date of Incident:
Brief Description of Incident	
Incident deemed critical: Yes / No Trust Board Contacted: Yes / No Local Authority contacted: Yes / No	Police involved: Yes / No Fire Service involved: Yes / No Ambulance Service involved: Yes / No
Key actions taken by school:	
Description of any external support accessed:	
What worked well:	
What worked less well:	
How could things have been done better:	
Comment on the school's critical incident plan:	
Comment on the Trust guidance:	
What actions will you take now:	

Person Completing The Form: …… Date: …….

Business Impact Analysis

Reviewer	
Academy:	
Reviewers Academy:	
Sign off by Headteacher/Principal	

Mandatory field
Optional field
If mitigation not in place

Examples below

Title	Critical Business Category,	Critical Business Description	Area of Impact	Recovery Time Objective	Recovery Point Objective	Minimum Service Level & Recovery Priority	Anticipated Support required	Risk Mitigation	Mitigation Owner	Review Date	Also Applicable to: (identify additional site/entity)
Utility Supply	Utilities	Loss of utility services which impact the running of the academy, causing disruption or closure of academy. Major impact - heat. Light, catering	Electric, Gas, Water, Heating	24 hours	N/A	Hot water and main kitchen open. Heat dependent on time of year.	Caterers	Could the supplier/contractor provide support? i.e Water Could bottled water be provided, Could portable toilets be provided? Heating - Could temporary heaters be provided?	SLT and Site team		
Loss of telecommunications/ IT		Need to use alternative phone systems as ours run on internet Locate manner of communicating via central team Loss of telecommunications, email or website access	Comms Communications with parents / carers, external agencies	24 hours	NA	Use of central coms for support Maintain parent contact through alternative methods (SMS, social media, or printed letters).	Additional support from IT	Ensure IT can remote access our comms services Maintain updated parent contact list. Backup contact systems (school mobile)	SLT IT		
Transport issues	Transport	Disruption to transport of children	Pupils attendi	24 hours	NA	Maintain attendance	Coordination with	Maintain up-to-date contact list	SLT and Office		

Commented [WE4]: Please update to identify key school functions and mitigation in the event that the function is lost. (Refer to example sent in email)

		to and from school (School or external minibus/coach, private car use)	ng and leaving			with minimum disruption.	parents for alternative drop-off/pick-up. Local transport hire companies.	of local coach companies and taxi services. Communicate contingency travel plans to parents.		
Catering	catering	Loss of use of kitchen equipment due to maintenance faults, damage, or unavailability of food supplies.	Provision of food	24 hours	NA	Provision of meals to pupils particularly FSM	Students bring in own lunch. Another external catering company can be used. Using partner school canteen facilities.	Regular maintenance of kitchen equipment.	SLT and site team	
Essential IT systems	IT	Los of access to essential IT systems (safeguarding and MIS)	Inability to report safeguarding cases, to track pupil	24 hours	NA	Manual recording maintained safeguarding and attendance data	IT support	Paper copies of medical registers retained with first aid	SLT office and IT	

			attendance or access medical records					provision. Regular backups. Staff awareness of manual procedures during disruption.		
Staffing	Personnel	Unavailability of key staff due to illness, transport issues or industrial action	Inability to effectively deliver the curriculum or maintain safe ratios of supervision.	24 hours	NA	Maintain satisfactory pupil supervision and essential teaching.	Supply agencies, Anglian Learning Trust schools.	Maintain contacts for supply agencies. Review staffing levels.	SLT and office	

Recovery: Short and Long Term

The purpose of the recovery and return to 'business as usual' phase is to resume normal working practices for the school as quickly as possible, therefore planning for recovery will be initiated by the school as soon as it is practically possible during the incident. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. from a different location.

An action plan needs to be agreed for this final phase of the incident response. The following issues need to be considered as part of the action plan:

- the ongoing safety, health and wellbeing needs of the school community,
- the environment and physical infrastructure,
- the financial and economic recovery of the school,
- communication strategies,
- the longer term impacts e.g. anniversaries, memorial services and VIP visits,
- learning lessons from the incident to inform the future development of the business continuity plan.

	Action	Further Info / Details	Responsible?	Complete?
1.	Recovery Agree and plan the actions required to enable recovery and return to normality.	• Agree actions dependent on the nature of the incident. • Set timescales with responsibility for completion clearly indicated. • Use Recovery Log		
2.	Long Term Support Respond to any ongoing and long term support needs of staff and pupils	• Educational Psychologists • Voluntary organisation support • Educational support from staff • Bereavement Services • Literature/advice on available help		
3.	Communication Once recovery actions are complete, communicate the return to 'business as usual'.	• How? • Who? • When? • Use the Communications and Media Checklist		
4.	Debrief Carry out a 'debrief' of the incident with staff (and possibly with pupils).	Carry out a full incident debrief Document any improvements to be made and any lessons learned		
5.	Plan Review Review this Critical Incident Business Continuity Plan in light of lessons learned from the incident and the response to it.	• Implement recommendations for improvement and update this plan. • Produce revised version of the plan • Ensure all Critical Incident Management Team members and relevant personnel are aware of the changes		

To ensure consistency across all Academies, Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs) must be determined using the Trust's defined categories and guidance. RTOs and RPOs should be selected based on the criticality of the service. This approach ensures that objectives are comparable and aligned across the Trust.

Recovery Time Objective (RTO):

The maximum amount of time a function or system can be unavailable after a disruption before it has a significant impact on learning, safeguarding, or operations, e.g. how quickly do you need to get this function back up and running.

Severity	RTO	Examples
Critical	1 day	MIS registers and medical records, communication systems, safeguarding systems, utilities
Medium	2-3 days	Estates management systems, learning platforms
Low	Up to 1 week	Resource booking systems, staff training records

Recovery Point Objective (RPO):

The maximum acceptable amount of data loss, measured in time. In practice, this means how recent the last available backup must be to avoid unacceptable impact. Critical information will require a shorter RPO to minimise disruption to school operations, while less critical data can tolerate a longer RPO.

If the critical incident category does not involve the creation or storage of data, the RPO should be recorded as N/A, e.g. utilities.

Severity	RPO	Examples
Near zero	0 – 1 hour	Safeguarding cases
Daily	Up to 24 hours	Finance transactions, routine emails
Weekly	Up to 5 days	Estates compliance data, non-urgent administrative data

Recovery Log Sheet

Actions	Person Responsible	Completed Date / Time

Debrief and Lessons Learned

A debrief is a review that is carried out following an incident when all persons involved can be present. The debrief will ideally be arranged as soon as possible by the Incident Lead to get an accurate and reliable account of what happened and to allow for important lessons to be identified.

1. The person coordinating the incident needs to attend as well as key members of the incident team.
2. Appoint a facilitator, ideally someone who was not closely involved in the incident who can ask questions from an independent and non-biased perspective. The facilitator should be briefed to allow them to

   a) Delve in more depth into key positives and criticisms. This is something that the Trust can do on behalf of the school if requested.
3. Go through the incident response step by step. Revisit the emergency plan and identify any deviation from plan. What changed and why?
4. Ask for specific feedback on a series of headings based on the key issues/areas for example:

   - Procedures
   - Communication
   - Liaison
   - Finance
   - Public Relations
   - Health and Safety
   - Resources

   The key questions to address are:

   - What went well?
   - What didn't go so well?
   - What would we do if we were in the situation again?
5. Use the Example Agenda for an Incident Debrief as a guide
6. Complete a report to document recommendations and opportunities for improvement and any lessons identified. It is important that the Headteacher or Chair of Governors takes ownership of the report to ensure that any actions are taken forward.
7. Feedback any suggestions regarding the plan format to the CEO and Director of Operations

Example Agenda for an Incident Debrief

1. Welcome and introductions
2. Summary of the incident
    a) Scale, duration and impact
3. Aim of the debrief
4. Lessons learned:
    a) Procedures
    b) Communication
    c) Liaison
    d) Finance
    e) Public Relations
    f) Health and Safety
    g) Resources
5. Summary of actions to carry forward
6. Any other business
7. Close of debrief

Inclusion Support – Critical Incident Response

External contacts to support traumatic events:

CRUSE – Bereavement Care
Phone: 0844 477 9400 (national rate)
Website: www.cruse.org.uk
Telephone counselling service for those who are bereaved and those who care for bereaved people. Can offer referrals to local Cruse branches and other bereavement and counselling services throughout the UK

The Compassionate Friends
Phone: 0345 123 2304 (local rates)
Support for bereaved parents who have lost a child of any age from any circumstances

The Samaritans
Phone: 116 123 (free)
Website: www.samaritans.org
Confidential emotional support for anyone in a crisis

Survivors of Bereavement by Suicide
Phone: 0300 111 5065 (national rate)
Can provide details of local self help groups for those bereaved by suicide

Childline
Phone: 0800 1111 (free phone)
National help line for children

British Red Cross National Office
44 Moorfields London EC2Y 9AL
Tel. 0344 871 11 11
Advice on memorials and donations

School Site Information

This section contains all site plans and maps that are specific to the school and may be needed in an emergency situation, including:

- School Site Plan including grounds and surrounding area
- School floor plans
- Fire Safety Plans
- Utilities features
- Any other school specific documentation

The following table includes features indicated on the above site and safety plans and which plan they can be found in.

Utility and Safety Features	Identified on Plan? e.g. Fire Safety	Date checked or updated	Date checked or updated
Fire Exits			
Manholes [with note indicating the service to which it gives access for example foul sewer, surface water, telephone and so on].			
Assembly point for staff / pupils / visitors in case of evacuation during normal hours [roll call to be conducted here; this place to be identified on signs of each fire			
Electricity cut off switch [cuts supply to all or part of building]			
External telephone junction box			
Fire hydrant/sources of water			
Foam inlet pipe			
Fuel oil storage tank (and fuel lines) [state full capacity]			
Gas stop valve			
LPG storage tank (and fuel lines) [state full capacity]			
LPG supply stop valve			
Oil supply stop valve			
Plant and machinery			
Surface water drain grills			
Water top valve			
List of school bus companies / pupils / drop off points			
Full staff contact list with net of kin			
Full student list with next of kin			
Full student timetable			

Commented [WE5]: Please update

Emergency contact of catering providers			
Emergency contact cleaning providers			
Emergency contact Adult Learning Tutors			
Emergency Contact Sports Centre/tutors			
Full list of first aiders			
Out of hours community users			
Hazards	Location	Description (Type/Quantity)	Mitigation Measures
Flammable Materials			
Toxic Materials			
Radioactive Materials			
Fuel Storage			
Chemicals			
Free standing gas/compressed air cylinders			
Boilers - Gas/Oil/LPG			
Swimming Pool chemicals			
Paints			