**Reddish Vale High School
Business Continuity Management Plan**

Date of Board Approval: 22 January 2020

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1.0 About this Plan

1.1 Plan Purpose

To provide a flexible response so that Reddish Vale High School can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

1.2 Plan Remit

The following s*chool functions* are covered by this Plan:

- Teaching
- School Administration
- Catering
- Educational Visits

The following *school premises* are covered by this Plan:

- All teaching blocks including both teaching and non-teaching spaces
- Canteen
- Circulation space, car parks, playgrounds and open space (playing fields etc.)

1.3 Plan Owner

The Headteacher is this plan's owner and responsible for ensuring that it is maintained, exercised and updated in accordance with school policy for reviewing business continuity and emergency response plans.

1.5 Plan Distribution

This Business Continuity Plan is distributed as follows:

NAME	ROLE	ISSUE DATE	PLAN REF NO
Peter Brooks	CEO	January 2020	00001
Linda Hanson	Headteacher	January 2020	00002
Carolyn Forsyth	Deputy Headteacher	January 2020	00003
Claire Evans	Deputy Headteacher	January 2020	00004
Matthew Whoriskey	Assistant Headteacher	January 2020	00005
Kieran Bourne	Assistant Headteacher	January 2020	00006
Sarah Powell	Assistant Headteacher	January 2020	00007
Jane Barker	Business Manager	January 2020	00008
Suzanne Watts	SENDCO	January 2020	00009
	Chair of Trust Board	January 2020	00010
Malcolm Stansfield	Chair of Governors	January 2020	00011
Kevin Shaw	Vice-chair of Governors	January 2020	00012

1.6   Plan Storage

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

1.7 Plan Review Schedule

This Plan will be updated annually.

2.0 Plan Activation

2.1 Circumstances

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

Examples of circumstances triggering activation of this plan include:

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

2.2 Responsibility for Plan Activation

A member of the Senior Leadership Team (SLT) who is also part of the **School Incident Management Team**[1] will normally activate and stand down this plan.

2.3 Escalating a Serious Incident

All serious incidents should be reported to the CEO, Chair of the Trust Board and the Chair of Governors. If the incident is deemed to be of a 'critical' nature, the Critical Incident Plan will be activated and other external services notified to respond as appropriate.

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

2.4 Activation Process

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

TIME   **TIME**   **TIME**   **TIME**   **TIME** →

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3.0 Roles and Responsibilities

3.1 School Incident Management Team

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

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

Name	Role	Contact Details (delete/amend as necessary)
Linda Hanson	Headteacher	Mobile Number: Email Address: Out of Hours Contact Details:
Carolyn Forsyth	Deputy Headteacher	Mobile Number: Email Address: Out of Hours Contact Details:
Claire Evans	Deputy Headteacher	Mobile Number: Email Address: Out of Hours Contact Details:
Matthew Whoriskey	Assistant Headteacher	Mobile Number: Email Address: Out of Hours Contact Details:
Kieran Bourne	Assistant Headteacher	Mobile Number: Email Address: Out of Hours Contact Details:
Sarah Powell	Assistant Headteacher	Mobile Number: Email Address: Out of Hours Contact Details:
Jane Barker	Business Manager	Mobile Number: Email Address: Out of Hours Contact Details:
Suzanne Watts	SENDCO	Mobile Number: Email Address: Out of Hours Contact Details:

3.2 Additional Response and Recovery Roles

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

Role	Responsibilities	Accountability / Authority
Incident Loggist (record keeper) Head's PA	▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately	Reporting directly to the Headteacher or School Incident Management Team.
Media Coordinator (SLT Member)	▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with Stockport Council's Press Office if appropriate to inform media strategy	The Media Co-ordinator should assist with providing information to the Press Office but should not undertake direct contact with Media.
Stakeholder Liaison Head's PA / Marketing and Communications Officer	▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all): o Governors o Parents/Carers/carers o Key Stockport Council Services	All communications activities should be agreed by the School Incident Management Team. Information sharing should be approved by the Headteacher (or School Incident Management Team

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

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

Name	Role	Contact Details
Paul Hutchinson	ICT Network Manager	Mobile Number: Email Address: Out of Hours Contact Details:
Jack Fowler	Site Manager	Mobile Number: Email Address: Out of Hours Contact Details:

3.3 The Role of Governors

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

4.0 Incident Management

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

4.1 Purpose of the Incident Management Phase

The purpose and priorities for this phase are to:

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

4.2 Incident Management Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
1.	Make a *quick* initial assessment: ▪ Survey the scene ▪ Assess (i.e. scale/severity, duration & impact) ▪ Disseminate information (to others)	Gather and share information to facilitate decision-making and enhance the response *A full impact assessment form can be found in Appendix A*	☐
2.	Call the Emergency Services (as appropriate)	**TEL: 999** Provide as much information about the incident as possible	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
3.	▪ Evacuate the School building, if necessary. ▪ Consider whether it may be safer or better for the welfare of pupils to stay within the School premises and congregate at a relative place of safety indoors. ▪ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical School activities ▪ Notify relevant stakeholders of site evacuation	▪ Use normal fire evacuation procedures for the School ▪ Consider arrangements for staff/pupils with special needs ▪ If the decision is to stay within the School, ensure the assembly point is safe and take advice from Emergency Services as appropriate	☐
4.	Ensure all Pupils, Staff and any School Visitors report to the identified Assembly Point.	The normal **Assembly poi**nt for the School is: Front Field The **alternative Assembly Point** for the School is: Playground area	☐
5.	Check that all Pupils, Staff, Contractors and any Visitors have been evacuated from the building and are present. Consider the safety of all pupils, staff, contactors and visitors as a priority	Pupil register sheets Staff register sheets Inventry system print out for visitor and staff signing in/out	☐
6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	☐
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	☐
8.	Identify School Incident Management Team to undertake specific emergency response roles	*Information on roles and responsibilities can be found in Section 3.0*	☐
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	*The Log template can be found in Appendix A*	☐
10.	Where appropriate, record names and details of any staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping	This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
11.	▪ Take further steps to assess the impact of the incident ▪ Agree response / next steps	Continue to record key decisions and actions in the incident log *The impact assessment form can be found in Appendix B.*	☐
12.	Log details of all items lost by Pupils, Staff, Visitors etc as a result of the incident, if appropriate	*A form for recording this information is in Appendix C*	☐
13.	Consider the involvement of other Teams, Services or Organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance	Depending on the incident, the following Teams may be approached to assist with incident management: • HR Support • Premises Management • Education Psychology Service • School Nurse • School Counsellors • School Insurers • LA Critical Incident Team	☐
14.	If appropriate, arrange contact with the Press.	Establish a media area if necessary.	
15.	Assess the key priorities for the remainder of the working day and take relevant action	Consider actions to ensure the health, safety and well-being of the School community at all times. Consider your business continuity strategies i.e. alternative ways of working, re-location to your recovery site etc to ensure the impact of the disruption is minimised. *Business Continuity Strategies are documented in Section 5.3* Consider the School's legal duty to provide free school meals and how this will be facilitated, even in the event of emergency school closure.	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
16.	Ensure Staff are kept informed about what is required of them	Consider: ▪ what actions are required ▪ where staff will be located ▪ Notifying Staff who are not currently in work with details of the incident and actions undertaken in response	☐
17.	Ensure Pupils are kept informed as appropriate to the circumstances of the incident	Consider communication strategies and additional support for pupils with special needs. Consider the notification of pupils not currently in School. • Website • Facebook • Twitter • Text message service • Email	☐
18.	Ensure Parents/Carers are kept informed as appropriate to the circumstances of the incident. Parents/carers of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date.	Agree arrangements for parents/carers collecting pupils at an appropriate time Consider how emergency communication needs will be established e.g. phone lines, answer machine message, website update	☐
19.	Ensure Governors are kept informed as appropriate to the circumstances of the incident	• Website • Text message service • Telephone • Email • Letter	☐
20.	Consider the wider notification process and the key messages to communicate	Local Radios may be useful in broadcasting key messages	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
21.	Communicate the interim arrangements for delivery of critical School activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate • Website • Facebook • Twitter • Text message service • Email	☐
22.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident *The Financial Expenditure Log can be found in Appendix D*	☐
23.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance Policy details can be found in the finance office.	☐
24.	Ensure recording process in place for staff/pupils leaving the site	Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required	☐

5.0 Business Continuity

5.1 Purpose of the Business Continuity Phase

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

5.2 Business Continuity Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
1.	Identify any other stakeholders required to be involved in the Business Continuity response	Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities, this may require the involvement of external partners	☐
2.	Evaluate the impact of the incident	Take time to understand the impact of the incident on 'business as usual' School activities by communicating with key stakeholders to gather information. Consider the following questions: ▪ Which School activities are disrupted? ▪ What is the impact over time if these activities do not continue? ▪ Would the impact be: ○ Manageable? ☐ ○ Disruptive? ☐ ○ Critical? ☐ ○ Disastrous? ☐ ▪ What are current staffing levels? ▪ Are there any key milestones or critical activity deadlines approaching? ▪ What are your recovery time objectives? ▪ What resources are required to recover critical activities?	☐

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

5.3 Business Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	Emma Illingworth/Cover Manager/Business Manager
2.	Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities, this may involve identifying deputies, job shadowing, succession planning and handover periods for planned (already known) staff absence e.g. maternity leave	Staff Development Programme
3.	Using different ways of working to allow for reduced	Reduced days

	workforce, this may include: • Larger class sizes (subject to adult and child ratios) • Use of Teaching Assistants, Student Teachers, Learning Mentors etc • Virtual Learning Environment opportunities • Pre-prepared educational materials that allow for independent learning • Team activities and sports to accommodate larger numbers of pupils at once	Reduced hours Whole year teaching Only certain year groups in school. Home learning facility
4.	Suspending 'non critical' activities and focusing on your priorities	
5.	Using mutual support agreements with other Schools	
6.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	

	Arrangements to manage denial of access to your premises or loss of utilities	**Further Information** (e.g. Key contacts, details of arrangements, checklists)
1.	Using mutual support agreements with other Schools	
2.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises	
3.	Virtual Learning Environment opportunities	Network Manager - Remote access arrangements to be explored.
4.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the School premises portfolio	
5.	Off-site activities e.g. swimming, physical activities, school trips	

	Arrangements to manage loss of technology / telephony / data / power	**Further Information** (e.g. Key contacts, details of arrangements, checklists)
1.	Back–ups of key school data e.g. CD or Memory Stick back–ups, photocopies stored on and off site, mirrored servers etc	ICT Network Manager
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc.	
3.	Flexible lesson plans	
4.	Emergency generator e.g. Uninterruptible Power Supply	

	(UPS)	
5.	Emergency lighting	

	Arrangements to mitigate the loss of key suppliers, third parties or partners	**Further Information** (e.g. Key contacts, details of arrangements, checklists)
1.	Pre-identified alternative suppliers	
2.	Ensuring all external providers have business continuity plans in place as part of contract terms	
3.	Insurance cover	
4.	Using mutual support agreements with other Schools	
5.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	

6.0 Recovery and Resumption

6.1 Purpose of the Recovery and Resumption Phase

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

6.2 Recovery and Resumption Actions

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

7.0 Appendices

Appendix A

Log of Events, Decisions and Actions			
Completed by		**Sheet Number**	
Incident		**Date**	
Time (24hr clock)	**Log Details**		

Impact Assessment Form			
Completed By		**Incident**	
Date		**Time**	

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

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

Appendix C

Lost Property Form				
Completed By		**Incident**		
Date		**Time**		

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

Appendix D

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

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

CONTENTS OF EMERGENCY BOX / 'GRAB BAG'

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc
Organisational Information	Staff Handbook (policies and procedures)
	School branding material and stationery
	School logo
	Other key documents
Financial Information	Bank, insurance details, Payroll etc
	Invoices, purchase orders, etc
	Financial procedures
	Assets Register and Insurance Policy
Staff Information	Staff contact details
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes
	Office telephone list (for phone divert)
	Back-up rota and data restoration routine
Equipment and other items	First Aid Kit
	Greater Manchester A – Z map
	Portable radio (plus spare batteries)
	Wind up LED torch
	Back-up tapes
	Laptop with wireless connection
	Pay-as-you-go mobile phone and battery powered mobile phone charger
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Disposable camera with film
	Hazard barrier tape
	Emergency cash, a cheque book or spare credit card
	Contact details for taxi / transport providers
	School Floor Plans
	Spare keys
	Whistle / megaphones
	High visibility jacket

IDENTIFYING, EVALUATING AND MANAGING RISKS

GUIDANCE FOR COMPLETING THE RISK MATRIX:

LEGEND	
I	Impact
P	Probability
I x P	Risk Rating

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

Impact (or Consequence)	
Description	Indicators
5 (Major)	The risk has a *major* impact if realised
4 (Significant)	The risk has a *significant* impact if realised
3 (Moderate)	The risk has a *moderate* impact if realised
2 (Minor)	The risk has a *minor* impact if realised
1 (No consequence)	The risk has *no consequence* impact if realised

Probability (or Likelihood)	
Description	Indicators
5 (Very Likely)	The risk *will* emerge
4 (Likely)	The risk *should* emerge
3 (Unlikely)	The risk *could* emerge
2 (Very Unlikely)	The risk is *unlikely* to emerge
1 (Impossible)	The risk *will not* emerge

Score	Risk Description	Action Required
25	Extreme Risk	▪ Immediate escalation to Headteacher for risk control activities
20 - 15	High Risk	▪ Risk to be actively managed with appropriate risk control activities
12 - 6	Medium Risk	▪ Take appropriate action to manage the risk
5 and below	Low Risk	▪ Risk to be removed from register with monitoring activity to assess changes in risk rating

Example School Risk Assessment (partially complete)

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.	Pandemic or epidemic e.g. influenza virus, meningitis	4	3	12	• Staff absenteeism policy • Use of Supply Teachers	Pre-prepared Teaching packs for Virtual Learning Environment	*Ms R Controller*
2.	Severe weather events e.g. high winds, snow, heat wave, drought						
3.	Power outage						
4.	Utilities disruption e.g. gas, electricity or water supply						
5.	Telephony failure						
6.	Fire affecting the School premises						
7.	Widespread or localised						

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
	flooding						
8.	Mass staff absence e.g. industrial strikes, lottery syndicate						
9.	Transport disruption						
10.	Violent extremist activity on School premises						
11.	Local hazards in the area e.g. School proximity to airport, railway line, tram line, motorways, industrial sites etc						
12.							
13.							
14.							
15.							

Critical Incident Decision-Making Tool

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

STAFF CONTACT LIST

Name	Role	Contact Details
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:

KEY CONTACTS LIST

CONTACT	TELEPHONE NUMBER
School Contacts	
Headteacher	
Deputy Head	
Site Manager	
Chair of Trust Board	
Chair of Governors	
Key Contacts	
HR Support	
Insurers	
Director of Education	
DFE	
Other Contacts	
School Meals Service	
Other Local Contacts	
Police	999 / 0161 872 5050 (for general enquiries)
Police – your local station/community officer	0161 872 5050
Greater Manchester Fire & Rescue Services	999
Hospital – your nearest A&E	0161 483 1010 (Stepping Hill)
BBC Radio Manchester	
Local Radio	
NHS – your local clinic	
Clinical Commissioning Group - Stockport	NHS Stockport 0161 426 9900
Health Protection Agency	Greater Manchester 0844 225 1295
Meningitis free phone number	0808 80 10 388
Other Useful Contacts	
Foreign Office	