

Critical Incident and Business Continuity Plan

Lady Royd Primary School

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1. Overview

1.1 Purpose

The BDAT Critical Incident and Business Continuity Plan (CIBCP) has been written for those who will be involved in the immediate response to an emergency and re-establishing the operational delivery of services following a major incident. It should be read in conjunction with:

- The individual Academy's fire evacuation plan (the operation of which does not necessarily activate the BCP).

This template should be adapted by each academy/ central trust, to ensure it is fit for purpose and includes the most relevant information to support the IMT in the event of a critical incident.

1.2 Definition

An emergency is any event which causes, or has the potential to cause injury, loss of life, damage to property or significant business disruption.

A disaster is the escalation of an emergency to the point where normal conditions are not expected to be recovered for at least 24 hours.

1.3 Aims and Objectives

The aim of this plan is to provide guidance and support to enable each academy to tackle the impact of severe disruption due to a variety of one-off, but credible, causes. The CIBC Plan is designed to achieve the following strategic objectives:

- To safeguard the welfare of students, staff and visitors.
- To resume provision of educational services at the earliest opportunity and, where possible, secure a continuation of learning.
- To maintain the community and identity of the school.
- To return the school to normality.
- This will take place through a flexible response so that BDAT 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).

1.4 Types of Emergency

The word 'emergency' may often be used interchangeably with that of "incident" or "disaster". It is important to consider the type of emergencies or incidents that may arise. Examples include:

In School

- Deliberate acts of violence, such as the use of a knife or firearm;

- Fires or a laboratory explosion;
- Students or teachers being taken hostage;
- Public health threats.

Outside School

- The death of a student or member of staff through natural causes or accidents;
- A transport-related accident involving students and/or members of staff;
- A more widespread emergency in the community, for example, the release of hazardous substances, severe weather, etc.;
- Death or injuries on school trips or excursions;
- Civil disturbances and terrorism.

1.5 Emergency Box/ Grab Bag

The emergency box should contain:

- A copy of this policy
- Copies of incident logs for Incident Management Team to use
- 2 x luminous jackets
- Emergency keys
- Site maps/ service maps
- Premises information
- First aid box
- Hand torch
- Head torch
- Whistle and hazard tape

Schools should ensure there are two emergency boxes held onsite in separate locations and a copy of this policy, site maps and premises information stored at a suitable location offsite (a nearby BDAT Academy or central office).

The named Incident Manager, Deputy Incident Manager, CEO, CFO and Site Manager should ensure they have an up-to-date physical copy of this plan at home. The Incident Management Team must be aware of where the emergency box is kept.

1.6 Confidentiality

The members of the IMT will ensure that all information gathered and retained is done so in a sensitive and confidential manner and only shared with those who are authorised to have access to it.

1.7 Review and Publication

This plan is subject to review annually, or when specific information changes. BDAT schools have a responsibility to ensure the plan remains relevant and up to date.

All schools must publish their CIBCP on the school website, (excluding the appendices).

1.8 Use of Appendices

The appendices 1-16 are useful tools and templates schools may want to consider using if they need to enact their CIBCP. Appendices 1, 2 and 3 must be completed by each site.

2. Roles and Responsibilities and Incident Management Team (IMT)

2.1 Strategic Roles and Responsibilities

Roles	Responsibility	Accountability
BDAT Board of Trustees	<ul style="list-style-type: none"> To adopt a Trust wide Critical Incident and Business Continuity Plan. 	
BDAT Central Team	<ul style="list-style-type: none"> Critical Incident and Business Continuity Plan development. Monitor and evaluate overall performance of central BDAT CIBCP. Support BDAT Academies in activating ICBCP and providing strategic direction. 	<p>Board of Trustees.</p> <p>Liaison with the Academy Incident Management Team in response to a crisis.</p>
Academy Local Governing Body	<ul style="list-style-type: none"> Monitoring and evaluating overall performance in developing academy resilience. Working in partnership with academy Headteacher to provide strategic direction in planning for and responding to disruptive incidents. Undertaking actions as required to support the academy's response to a disruptive incident and subsequent recovery. 	<p>Liaison with the Headteacher, School Incident Management Team or Central Team in response to a crisis.</p>
Academy Headteacher Incident Manager	<ul style="list-style-type: none"> Senior responsible owner of Business Continuity Management in the academy. Ensuring the academy has capacity within its structure to respond to incidents. Determining the academy's overall response and recovery strategy. Embedding a culture of resilience within the academy, involving stakeholders as required. 	<p>The Headteacher has overall responsibility for day-to-day management of the academy, including lead decision-maker in times of crisis.</p>
Academy Business Manager Business Continuity Co-ordinator	<ul style="list-style-type: none"> Developing continuity arrangements and strategies e.g., alternative relocation site, use of temporary staff etc. Involving the academy community in the planning process as appropriate. Plan testing and exercise. Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved. Training staff within the academy on business continuity. 	<p>Business Continuity Coordinator reports directly into the academy Headteacher and is a member of the School Incident Management Team.</p>

2.2 Incident Management Team (IMT)

The Incident Management Team are named individuals, who should be trained on this policy and have the following responsibilities when responding to an incident:

- Leading the academy's initial and ongoing response to an incident.
- Declaring that an 'incident' is taking place.
- Activating the Critical Incident and Business Continuity Plan.
- Notifying the Central team (CEO & CFO) of the incident, plan activation and ongoing response actions.
- Notifying relevant stakeholders of the incident, plan activation and ongoing response actions.
- Providing direction and leadership for the whole academy community.
- Undertaking response and communication actions as agreed in the plan.
- Prioritising the recovery of key activities disrupted by the incident.
- Managing resource deployment.
- Welfare of students.
- Staff welfare and employment issues.
- Coordination of all communication.

Contact details of the IMT and functional responsibilities are held in Appendix 1.

2.3 Additional Response and Recovery Roles

In general terms, the additional responsibilities below fall naturally to support staff middle management and the administration team.

The academy Headteacher will decide who to allocate the roles to and, depending on the circumstances of the incident, it may be necessary to activate one or all of the roles below. These additional response and recovery roles are:

Role	Additional Functional Responsibilities
Data Recovery: OLC (Our Learning Cloud)	<ul style="list-style-type: none"> • Organise the retrieval and restore of data from backup systems. • Ensuring the resilience of the academy's IT infrastructure. • Liaison with all IT external support agencies / providers. • Work with the Business Continuity Co-ordinator to develop proportionate risk responses.
Teachers and Education Support Staff	<ul style="list-style-type: none"> • Maintains supervision. • Ensures the safety and security of students. • Provides information and offer reassurance. • Monitors students' physical and psychological welfare. • Keep a written log of all key actions.
Site Staff	<ul style="list-style-type: none"> • Undertaking duties as necessary to ensure site security and safety in an incident.

	<ul style="list-style-type: none"> • Liaison with the Head of Estates and Environment to advise on any issues relating to the school physical infrastructure. • Point of contact for any contractors who may be involved in incident response in liaison with the Head of Estates and Environment.
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2.4 Incident Management Team Meeting Room

In the event of an incident where the IMT cannot meet in school, the Incident Management Team will meet in a nominated venue. The first choice of venue is as follows:

	First Choice: St. Phillips C of E Primary School
Nominated meeting room	Meeting room
Capacity	30
Equipment Held in Room	Projector, computer

If the first choice is unavailable, the incident management will meet in the second-choice venue below:

	Second Choice Belle Vue Girls Academy
Nominated meeting room	Conference Room B
Capacity	14
Equipment Held in Room	Projector, computer

The Head Teacher has the authority to compel all members of the Incident Management Team to meet as soon as is reasonable (regardless of the time of year), to discuss an incident (or the threat of an incident) which could force the Business Continuity Plan to be invoked.

3. Severe Weather Conditions

The academy should ensure there are procedures in place when facing difficulties due to adverse weather (e.g., snow, storms, flooding, heatwave). The priority where practically possible and safe to do so will be to remain open and maintain the provision of education and services to pupils.

The academy should remain open in adverse weather unless:

- The health and safety of pupils and staff would be compromised
- There are insufficient staff in attendance to manage the academy safely
- There is significant damage to premises, or failure of essential utilities (gas / water / electric)

The Academy's Incident Management Team (IMT), as stated in **Appendix 1**, should be deployed to support the Headteacher with communications, site issues, student and staff welfare etc.

Adverse weather can strike at any time. It is important that each academy is as prepared as possible and ready to respond, this will help to reduce the impact on the safety, wellbeing and comfort of pupils, staff and the academy community.

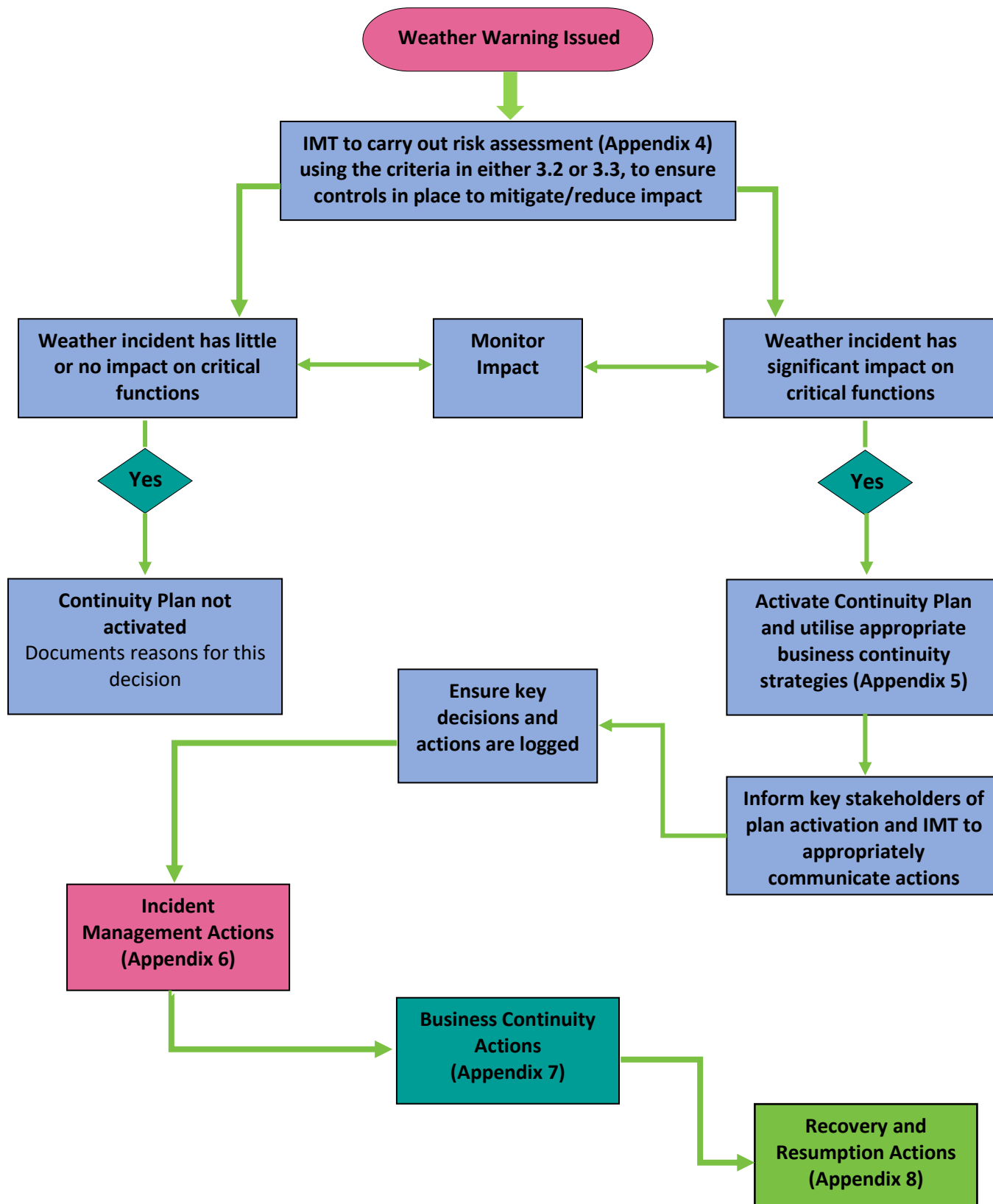
3.1 Managing Severe Weather Conditions

The Met office advises if weather warnings are issued for rain, thunderstorms, snow, wind, lightning, ice, extreme heat or fog. These can be found on the Met Office website: www.metoffice.gov.uk

There are three tiers of weather warning:

Yellow Warning	Expect low level impact, including some disruption to travel in a few places.
Amber Warning	Increased likelihood of impacts from severe weather, which could mean a possibility of travel delays, road and rail closures, power cuts and the potential risk to life and property.
Red Warning	Dangerous weather is expected, and action should be taken to keep yourself and others safe from the impact of the severe weather. It is very likely that there will be a risk to life, with substantial disruption to travel, energy supplies and possibly widespread damage to property and infrastructure.

If a weather warning is issued, the Incident Manager should follow the flowchart below:



3.2 Flood, Wind, Snow and Ice

To risk assess issues arising from flood, wind, snow and ice, all of the following should be considered and documented. Risks should be assessed using the proforma in **Appendix 4**.

Heating

- Check if heating systems are working correctly, with attention to time switches and frost protection devices.
- Check the heating has been serviced and the academy service engineer can be contacted if required. (The service provider should have a 24hr call out facility and the telephone number must be documented in the plant room).

Catering

- Ensure contingency arrangements for onsite catering is in place in case deliveries or services are disrupted. This may be sandwiches or cold food temporarily.

Utilities – Gas, Water, Electricity

- Liaise with providers during adverse weather to discuss the likelihood of supply disruptions:
 - Gas/ Electricity
 - Water
 - Internet

Site Management and Access

- Ensure you have an appropriate snow/ice/gritting plan in place. If separate plan, then enclose with this policy.
- Ensure adequate supplies of grit salt are available and that the main pedestrian routes within the academy site are clear at the start and finish of the academy day.
- Ensure fire escape doors and pathways are regularly cleared and gritted during prolonged snow.
- Ensure that any tiled areas near entrance doors are kept as dry as possible.
- Repair leaking guttering or overflows to prevent ice forming on pathways etc.
- In periods of prolonged snow check snow accumulation on flat roof and canopies and remove where practical to do so.
- In windy conditions – regular visual checks of the exterior building for any loose material such as roof coverings, gutters, masonry etc and check trees for any fallen or damaged branches, particularly close to paths, play areas or any part of the buildings. All automatic doors should be disabled and operated manually, to avoid damage to mechanism and maintaining safety of users.
- Heavy rainfall – check access to site and high-risk areas for water levels.

Staffing

- Undertake an audit of which staff live close to the academy or are less likely to have travel difficulties.
- Review if these staff are appropriately experienced/ trained to supervise children.
- Determine who will be duty holder if the Headteacher or other leadership team members are unable to attend academy and what decision-making parameters they will have.
- Calculate the approximate pupil teacher ratios.

3.3 Heatwaves

To risk assess issues arising from severe heat warnings, the following should be considered:

General

- Thermometers should be on display within classrooms to record the temperature.
- The IMT should consider the needs of pupils and staff that may be at greater risk. E.g. young pupils, pupils with additional health needs, expectant staff.
- The IMT should ensure the hot weather conditions are incorporated into risk assessment plans for educational visits/ work experience placements if appropriate.
- The IMT should communicate with parents/carers good behaviours in hot weather conditions. E.g., bringing a hat, sun cream, water bottle.
- Ensure all staff are made aware of the signs of heat stress and exhaustion:
 - Fatigue
 - Dizziness
 - Headache
 - Nausea
 - Hot, red and dry skin
- Make staff aware of the steps that should be taken to reduce heat exhaustion/ heat stroke and highlight the on duty first aiders that day:
 - Move the individual to a cool room
 - Place near a fan or air conditioning unit
 - Place cold packs around the neck and armpits
 - Provide cool water to drink

Outdoor areas

- The IMT should consider postponing physical activities such as sports days, PE lessons and other strenuous activities where temperature is expected to be above 30°C.
- The IMT should communicate with all staff to ensure children are playing in the shade if outdoors.
- The uniform policy should be reviewed and the IMT may consider adapting to ensure the pupils are cooler.
- School staff should ensure regular breaks where children are encouraged to drink more water.

Indoor areas

- The indoor temperature should be below 28 degrees Celsius.
- Confirm that windows and other ventilation openings in good working order so that adequate ventilation can be provided e.g., opened early before pupils arrive on site.
- Consider reducing or curtailing activities that may generate heat. E.g., use of ovens, science, ICT suites.
- Discuss the school lunch menu with the catering provider to ensure the environment has been assessed to reduce the risk of catering staff suffering from heat exhaustion. Considering providing cold options only on a temporary basis.
- Consider the hire or purchase of a mobile A/C unit(s). Also consider closing blinds and window coverings.
- Switch off all electrical equipment when not in use, such as printers, computers etc.

- Consider changing classrooms if cooler rooms are available or altering the layout to avoid direct sunlight onto children.
- Where available, distribute oscillating mechanical fans or air conditioning units around the school, ensuring the classrooms that are subject to direct sunlight receive these first.

4. Hostage Taking/ Lockdown

All academies should consider the need for robust and tested school lockdown procedures.

Lockdown procedures should be seen as a sensible and proportionate response to any external or internal incident which has the potential to pose a threat to the safety of staff and students in the school. Procedures should aim to minimise disruption to the learning environment whilst ensuring the safety of all students and staff. Lockdown procedures may be activated in response to any number of situations but some of the more typical might be:

- A reported incident/civil disturbance in the local community with the potential to pose a risk to students and staff
- An intruder on the school site with the potential to pose a risk to students and staff
- A warning being received regarding a risk locally of air pollution (smoke plume, gas cloud etc)
- A major fire in the vicinity of the school
- The close proximity of a dangerous dog roaming loose

4.1 Lockdown Procedures

Staff responsibilities STAFF MEMBER	RESPONSIBILITIES	EMERGENCY CONTACT NUMBER
Headteacher	<i>Decide on the type of response needed, co-ordinate the response, follow the plan and record actions taken, maintain contact with the emergency services.</i>	<i>Extension 501</i>
Office Administrator	<i>Escort visitors to agreed safe place.</i>	<i>Extension 505</i>
Office Manager	<i>Communicate with parents.</i>	<i>Extension 505</i>
Teachers and support staff	<i>Bring class pupils to classroom or other place of safety. Take register and stay with pupils.</i>	
Head Caretaker, Assistant Head Caretaker	<i>Make sure all access points are secured.</i>	<i>07921 573677 07701 037208</i>

Security invacuation signals

ALARM OR SIGNAL FOR LOCKDOWN	SIGNAL FOR ALL CLEAR
<ul style="list-style-type: none"> • Dedicated 'invacuation' alarm tone – 5 x10-second bursts of the school bell • Pop up on employee computers • Email • Word of mouth • Radios (if appropriate) – Channel 16 	<ul style="list-style-type: none"> • 1 bell, rung for 20-seconds • Pop up on employee computers • Radios – Channel 16 • Email

Security invacuation plan

Our safe assembly points	<p><i>In case of intruder:</i></p> <ul style="list-style-type: none"> • Classrooms • the hall • sports hall • offices • Visitors – Academy Business Leaders Office <p><i>In case of pollution or gas cloud:</i></p> <ul style="list-style-type: none"> • sports hall
Secure entrance and exit points	<ul style="list-style-type: none"> • Classrooms secured by turn bolts on inside of doors • Maintenance team – lock external doors, and inner fire doors. • Maintenance team - check gates are shut. • Teachers to shut windows.

**Bring pupils inside (e.g.
break/lunchtime)**

*Additional manual bell to be rung outside if
students are on break / lunchtime (Office staff)*

Students to go to form rooms / classrooms.

*Complete register or headcount using register list
displayed in classroom.*

*Inform the Headteacher by email if any pupils are
unaccounted for:*

ctolson@bggs.com

<p>Steps to increase protection</p>	<ul style="list-style-type: none"> • <i>Lock doors – internal bolts / keys</i> • <i>Position children away from sightlines from external doors and windows – for example, under a desk. Tell them to remain silent.</i> • <i>Turn off lights</i> • <i>Close windows and blinds</i> • <i>Turn off monitors (except teacher's monitor – turn this away from sight)</i> • <i>Make sure mobile phones and electronic devices are on silent, or turned off</i> • <i>Turn off fans and air conditioning (this will reduce noise and the risk of exposure to any chemical or pollution)</i> • <i>Hall – if activities taking place in the hall, close curtains & move students onto stage behind hanging curtains. If full year group / large number of students present, students to move onto stage and under ramp seating.</i> • <i>Swimming pool – if activities taking place in the pool, students should get out and go to the changing rooms.</i> • <i>Students on corridors / in classrooms should go to the nearest classroom. The teacher present should email their class teacher to inform them they are safe and with them. Class teacher then updates the Principal and Headteacher by email that the missing student(s) is accounted for.</i> • <i>Dining hall – students should hide under tables furthest away from windows and the door</i> • <i>Outdoor PE – students should be taken to the sports hall and follow those procedures</i>
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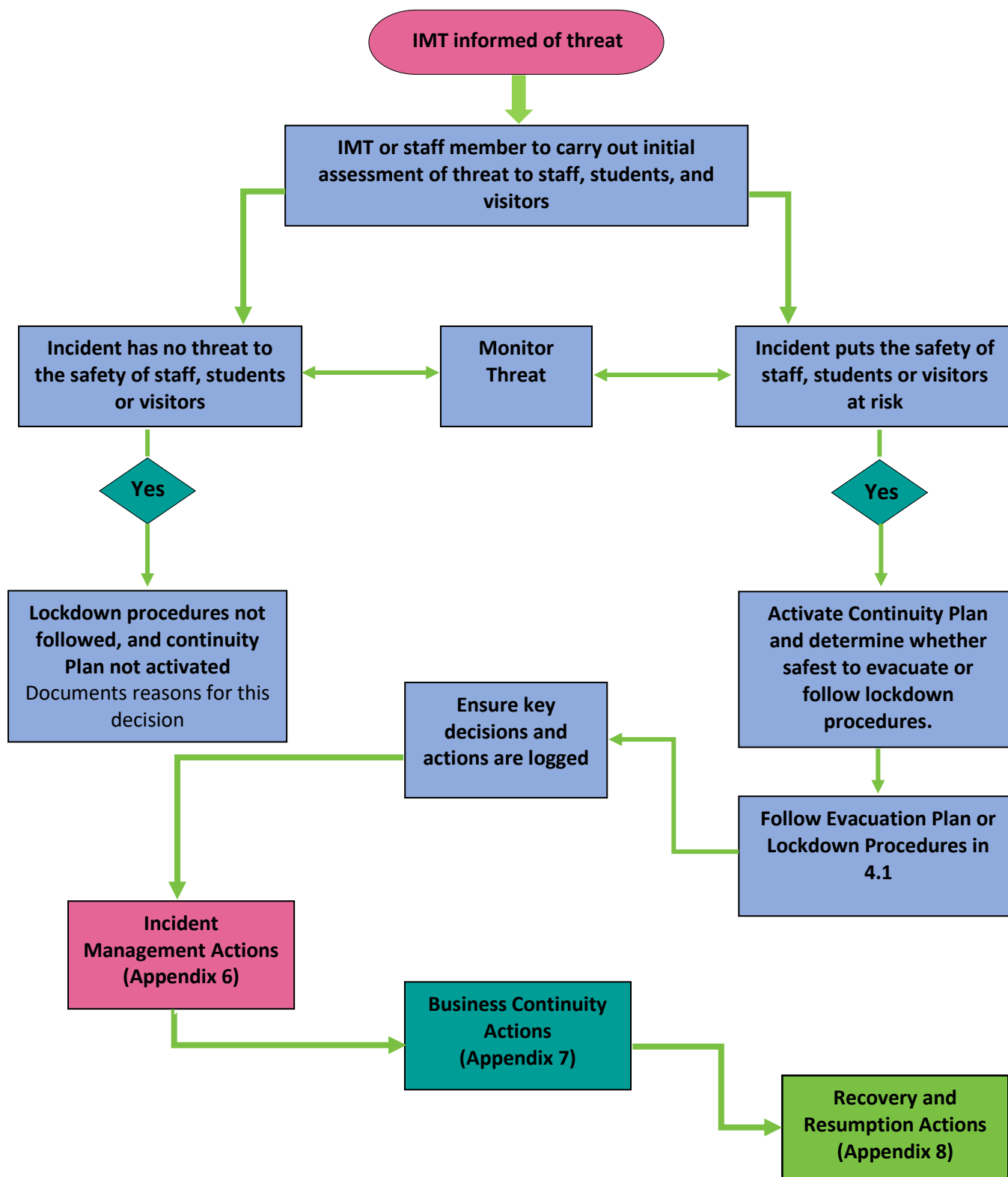
<p>Internal communication during an invacuation</p>	<ul style="list-style-type: none"> • <i>Email to be used to communicate with / between staff.</i> • <i>Messages to be displayed on screens (turn away from sight). (Headteacher/Data Manager to send message)</i> • <i>Radio (if appropriate) – channel 16.</i> • <i>Mobile phones to site team</i>
<p>Communication with parents during an invacuation</p>	<ul style="list-style-type: none"> • <i>Text and email parents (Office Managers).</i> • <i>Ask parents not to call the school, as this will tie up lines that would be used to contact emergency services, and not to come to the school.</i> • <i>Ask parents not to attempt to call their child</i>
<p>Arrangements for pupils or staff with additional needs</p>	<ul style="list-style-type: none"> • <i>Children with additional needs should stay with their Teaching Assistant.</i>
<p>Evacuation plan, if needed</p> <p>Remember that it is very much the exception to evacuate a building in the event of a hostile intruder. Unless the location of the intruder is known, a "blind" evacuation may be putting people in more danger than if they had remained within the building.</p>	<p><i>Students will be evacuated to the sports hall.</i></p>
<p>Security lockdown drills</p>	<p><i>Practice drills at start of each academic year.</i></p> <p><i>Parents to be informed of procedures by letter.</i></p> <p><i>Pupils informed of procedures via assembly.</i></p> <p><i>Drills be conducted without pre-announcement.</i></p>

Invacuation drill action check list

To be completed during an invacuation:

Step	Time	Signed
Sound alarm/signal and begin invacuation procedure		
Dial 999 and alert emergency services		
Direct all children, staff, parents and visitors to the nearest safe place (this may be dependent on what and where the risk is)		
Account for pupils, staff and visitors using registers		
Secure rooms by locking doors and windows, and take action to increase protection as set out in the plan		
Close blinds and curtains		
Turn off the lights, fans and/or air conditioning units		
Direct all children, staff, parents and visitors to hide, including under desks and away from windows		
Stay as silent as possible – put any mobile phones on silent		
Make sure everyone is aware of an exit point in case an intruder gains access		
If possible, check and search for missing or injured pupils, staff or visitors		
Keep doors and windows locked shut and remain inside until the all clear has been given, or until you're told to evacuate by the emergency services		

If an incident is identified this should be reported to the Incident Manager/ Headteacher immediately. If it is not safe to do so, then the person identifying the threat should activate the lockdown procedures.



5. Closure of the School

Within the limitations set out by statutory guidance and health and safety legislation and wherever possible, BDAT schools will remain open during the school day to deliver education to its pupils. However, the Headteacher is authorised to make an emergency closure when exceptional circumstances make it absolutely necessary and in the best interests of the pupils. The Headteacher must notify the Chair of the LGB and either the CEO or a member of the Executive team as soon as the decision to close is taken.

5.1 Risks to Assess Before Closure of School

The following will be considered in coming to any decision to close the school for exceptional reasons, using the risk assessment in **Appendix 4**. These include:

Health and Safety

- Can pupils and staff access the school building safely?
- Can pupils and staff be evacuated in an emergency?
- In an emergency, could the Emergency Services access the school?
- Is the area designated for disembarkation from transport safe for pupils?
- Is the environment safe for staff and students in school all day?
- Are there issues with utilities?
- Are all electrical and heating systems working correctly?

Pupil/Teacher Ratios (PTR)

- If a limited number of staff and pupils can attend, is the PTR acceptable?
- Are there individuals with the correct skills and experience onsite?
 - Leadership
 - First aid/ Health needs
 - Alternative provision if required
 - Caterers to provide school lunches

Weather and Road Conditions

- Have local weather forecasts and road conditions, including those for areas from which staff will be travelling, been considered? (See section 3 on adverse weather conditions if required).

5.2 In the Event of School being Closed

If a school is closed it is the responsibility of the Headteacher to ensure the following events happen:

- Governors and BDAT central office are informed.
- Parents/guardians/carers are contacted using the school communication app/ text messaging/ phone calls.
- The school website is updated.
- The information is passed to relevant media agencies as soon as possible, if appropriate i.e. local radio stations

- A notice will be posted at the school gates to help prevent pupils from being left by parents/carers at the start of the school day if possible.
- School is appropriately staffed by teachers/classroom assistants to deal with any pupils who arrive at school unescorted until parents or emergency contacts can collect the pupils.
- The ESFA and the Department of Education will be informed as soon as possible of the closure.
- Inform the Local Authority, BSO and any other relevant parties.
- When the school reopens after a period of complete closure, work with the Head of Estates to carry out building checks. (Flushing water outlets to ensure removal of potential pathogens, checking power supply, fire alarm operation, drainage, etc.)

The Headteacher can delegate the tasks above but has overall responsibility for ensuring they are carried out.

5.3 Safeguarding of Students

If a school is forced to close, staff must ensure there are procedures in place to ensure the safety of our pupils and continue to follow Keeping Children Safe in Education. In the event of a closure, or partial closure to the school, the Headteacher and Designated Safeguarding Lead must ensure the following:

- There is frequent and ongoing contact with **all pupils**, if school closure is for a week or more, including provision of remote learning.
- Regular contact is made with vulnerable pupils and families, ensuring a contact log is maintained.
- Food support is offered through school for pupils who qualify for free school meals.
- Contact is maintained with necessary professionals.
- Planned review meetings are maintained and attended virtually to reduce cancellations.
- Continue to use the schools CPOMS systems to monitor and report.
- Teachers will not remove personal information of pupils from the school's premises.
- Where necessary, home visits will be undertaken, and children must be seen.
- Continue to look for signs a child may be at risk during virtual/ online learning and report to the DSL any concerns.
- Consider partial opening of the school, with reduced staffing, access to building, if necessary, to allow most at risk pupils to attend onsite.

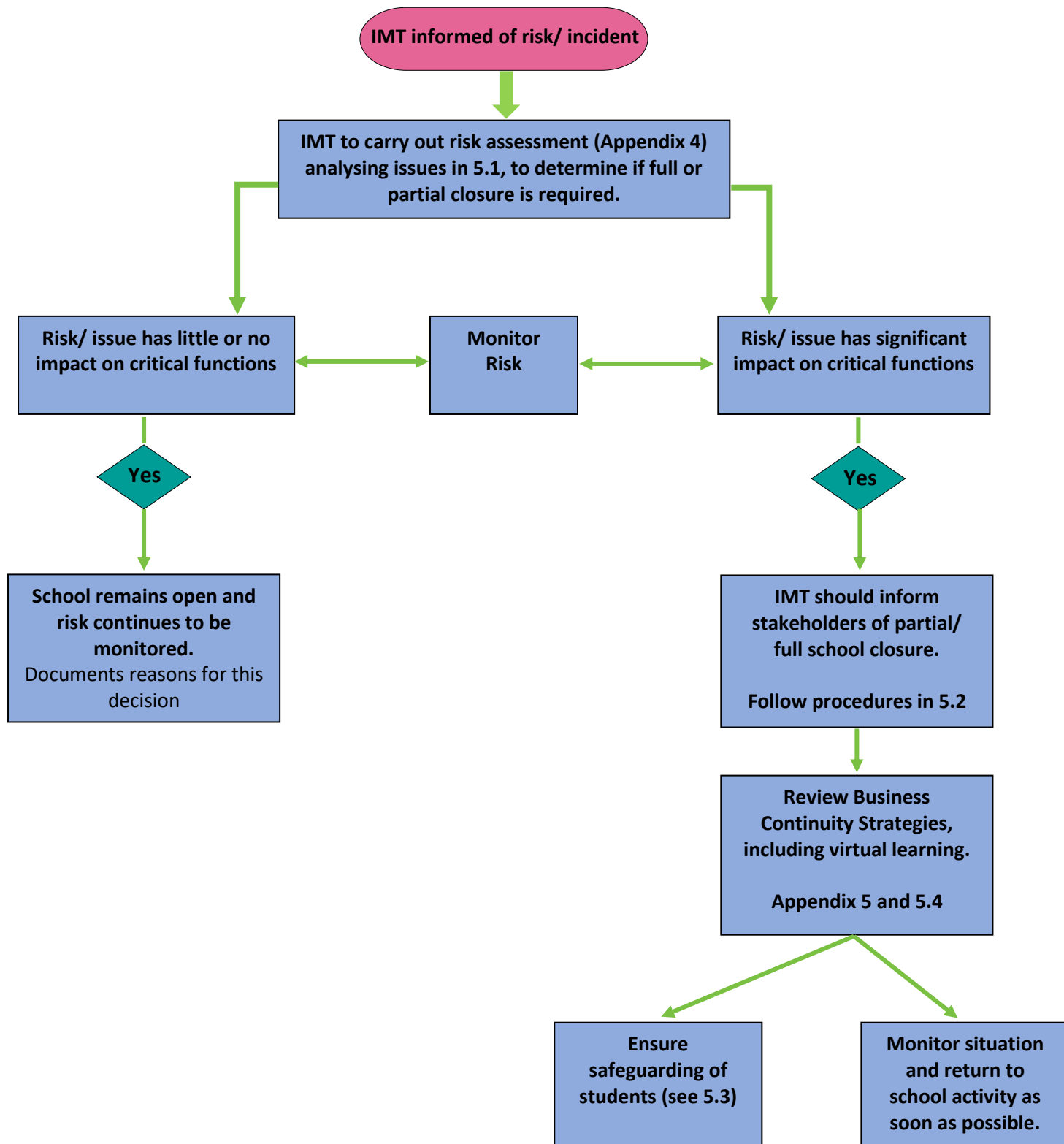
5.4 Business Continuity and Virtual Learning

In the event of a school closure from any of the incidents stated in 5.1 or another reason, the academy's main aim is to ensure all students continue to receive a high-quality education.

The academy should consider Business Continuity Strategies in **Appendix 5**, before full or partial closure of the school.

The IMT should ensure that virtual learning can be accessed at the earliest opportunity. Laptops (if available) and other learning resources should be provided to those students who do not have online access at home.

5.5 Closure of School Procedure



6. Health Threat / Pandemic

The timing of any health pandemic onset is highly unpredictable. In the event of a pandemic, schools will have a key role to play in reducing the risk to stakeholder's health and safety as far as possible as well as maintaining essential operations as directed by the UK Government.

Given the highly uncertain nature of a health pandemic, we cannot know in advance how serious it will be and who will be most affected. BDAT will follow guidance and direction from the UK Government, Local Authority and Public Health England with regard to the maintenance or adaptation to operations.

6.1 Available Resources

In the event of a health threat/ pandemic, advice and guidance will be published on the following websites:

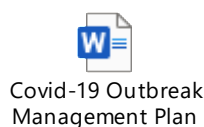
NHS England: <https://www.england.nhs.uk/patient-safety/patient-safety-alerts/>
Public Health England: <https://www.gov.uk/government/organisations/public-health-england>
World Health Organisation: <https://www.who.int/?scrlybrkr=7cf6fd61>

BDAT will also revert to using variations of the following: -

BDAT COVID Risk Assessment:



BDAT COVID Outbreak Management Plan:



6.2 Pandemic Risk Assessment

If a health warning is issued by the Government, BDAT and the Academy should carry out a health threat specific risk assessment.

The following risk areas should be considered:

- Health of students, staff, visitors and community (increased transmission)
- Reduced pupil attendance due to illness and impact on education
- Reduced staffing due to illness/ self-isolation
- Interruption to services
- Restrictions on public meetings/gatherings
- Travel restrictions
- Reduced extra-curricular activities and wrap around care
- Reduced income as activities stopped or reduced
- Increased cyber threats
- Increased risk of fraud

Control measures should be implemented to mitigate/ reduce the risks identified. BDAT schools should consider implementing control measures as soon as there is a risk to staff, students and the community, rather than waiting for Government guidance. Some examples of controls that may be considered are:

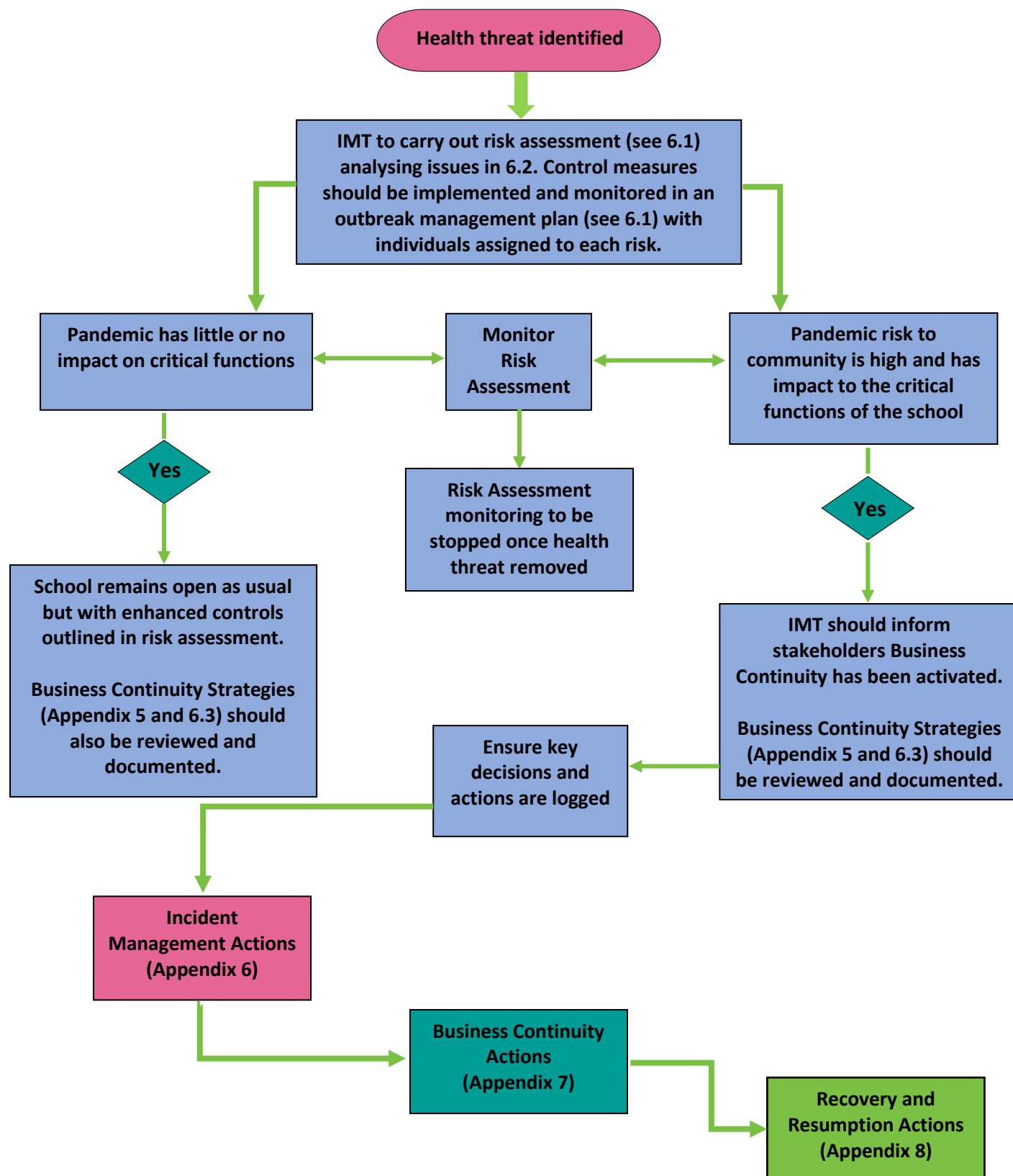
- Reviewing policies and guidelines for staff absences including the sickness policy.
- Assign responsibility to an individual/ team to ensure effective management of the health risk, including coordination of prevention activities, educating communities, reviewing business continuity strategies etc.
- Ensure risk assessment is continually reviewed and actions amended if increased restrictions are necessary. For example, school closure (see section 5).
- Allocate a room which can be accessed and used for anyone showing symptoms of the disease. This should be ventilated and easily cleaned afterwards.
- Consider introducing checklists for visitors/ subcontractors to complete when onsite.
- Cross train workers, to make sure essential functions can continue. E.g., payroll, safeguarding, first aid etc.
- Provide handwashing facilities and/or alcohol-based hand sanitisers.
- Introduce set times for students/ staff to wash hands during the school day.
- Have set times to clean touch points, surfaces, shared desks and telephones etc.
- Review guidelines for parent/carers leave policy.
- Check accuracy of staff and student contact information.
- If needed, develop additional communication methods to reach all staff and students.
- Develop remote learning plans and how to reach all students (consider providing laptops for example).
- Considering home working for staff, especially the non-pupil facing roles.
- Consider increasing the distance between people's workspaces or introducing a protective barrier in high-risk areas
- Consider providing transportation for staff using public transport
- Encourage well-being practices for students and staff, exploring additional services to be offered if necessary
- Consider postponing face-to-face meetings or switching to virtual instead
- Create smaller working groups or ensure same group of people working together
- Increase ventilation in classrooms/ spaces with lots of people
- Increase communications to staff/ students/ parent and carers
- Publish actions taken on the school website
- Encourage social distancing
- Reduced visitors
- Financial modelling with reduced income and plans to reduce expenditure accordingly
- Discuss cyber protection with ICT provider and provide additional training to staff if needed
- Consider wearing masks/ face guards if disease spread through coughing/sneezing
- Ensure employees who are ill during a pandemic are positively encouraged to not come to work.

6.3 Pandemic and Business Continuity

As soon as the health threat is identified, the academy should review business continuity strategies (**Appendix 5**) and model alternatives to the normal school day to allow the education of pupils to continue wherever necessary. Additional pandemic strategies include, but are not limited to:

- Support the efforts to reduce the impact of the pandemic by following control measures in 6.2
- Put in place measures to maintain the core function (educating pupils) for several weeks at high levels of staff absenteeism, including remote learning, supply staff, alternative working as discussed in **Appendix 5**.
- Identify at risk groups of pupils who need to be in school most. This may be vulnerable students, those with additional needs, students preparing for exams or transition etc.
- Identify critical processes, functions and operations. Are BDAT relying on external providers to deliver any of these critical processes.
- Identify services which could be reduced and consider reallocating staff to support with education of pupils.
- Ensure an asset register is up to date for digital equipment, in case it is needed for online learning.
- Discuss ongoing situation with key suppliers and if services will be affected.
- Outline solutions for if catering services cannot be maintained.

6.4 Responding to Health Threat/ Pandemic



7. Emergencies on Educational Visits

A risk assessment should be completed for each educational visit. Planning for emergencies is an essential part of planning a trip and a first aid box and copy of the CIBCP should be taken on all educational visits.

If an incident/ accident occurs the priorities are to:

- Assess the situation
- Safeguard the rest of the party
- Attend to casualties
- Inform the emergency services

7.1 Emergency Procedures on Educational Visits

The following notes are for guidance and the procedures listed will not apply to all emergencies.

Initial response

1. Assess the nature and extent of the emergency.
2. Make sure all other group members are safe from danger and are looked after.
3. Render first aid and attend to any casualties.
4. Call the emergency services as required. As a minimum you will need to know:
 - a. Precise location
 - b. Description of the accident
 - c. Time of the accident
 - d. Number of casualties
 - e. Nature of injuries
 - f. Total number in the party
 - g. Contact telephone number
5. Supervise and support the remainder of the group and arrange for their return to base. Ensure a register is taken to record all members of the group.
6. Contact Headteacher or designated senior member of staff with the initial assessment of the situation. Contact details can be found in **Appendix 2**.
7. Immediately inform parents/guardian/carers of any injured pupils of what has happened and where their son/daughter is. Record what their plans are e.g., to travel to their son/daughter, any assistant they need and any means of communications with them (e.g., mobile phone number). In event of a major incident the police may give advice regarding naming badly injured people or fatalities. You may also need to inform next of kin of any staff who have been involved.
8. Inform parents/guardian/carers of any other pupils on the visit but not directly involved in the incident. Decide which parents/guardian/carers should be informed and by whom and contact them as appropriate. Parents/guardian/carers should first hear of the incident from the Academy (or from the party leader), not from hearsay or from the media. Information given must be limited until the facts are clear and all involved parents/guardian/carers /next of kin are informed.
9. Maintain a written record of all actions using the proforma that can be found in **Appendix 13**.

10. Consider arranging:
 - a. Assistance at school or at the site of the incident by key personnel or members of the IMT
 - b. Communications support
 - c. Help with arranging travel and transport between the incident, parents/guardians/carers and the Academy (however safeguarding of pupils should be a priority)
11. Inform pupils and staff who have not been affected by the educational visit. Information must be limited until the facts are clear and all parents/guardians/carers/next of kin of those affected have been informed. In the event of a tragic incident, consider seeking support from an educational psychology service and how best to support pupils afterwards. Staff and pupils should be told to avoid talking to the media or circulating on social media platforms.
12. If pupil is unable to return home, ensure arrangements made for a member of staff to stay and contact Head of safeguarding to analyse risks
13. BDAT central team to manage media.

Following the incident

1. Contact the insurance company (RPA).
2. Consider informing HSE if Health & Safety concern. In the event of serious injuries or a fatality HSE should be informed within 24 hours.
3. Consider contacting the foreign office (0207 008 1500)
4. If there was a fatality, follow the procedures outlined in **section 8**.
5. Arrange debriefing meetings for staff and pupils.
6. Identify and support high-risk pupils and staff.
7. Promote discussion of the emergency in class.
8. Consider the need for individual or group support.
9. Help affected pupils and staff return to school.
10. Seek advice on legal issues from BDAT.
11. Evaluate response to the emergency and review plans following feedback.

8. Fatal or Serious Injury

The Fatal/Serious Injury Incident procedures have been produced to enable school leaders to take action following a fatal or serious injury to staff, pupils or visitors whilst they are in school or on an educational visit. These procedures can also be followed for the death or serious injury of a staff member or pupil that occurs outside of school hours, but still has an impact to the school community.

A fatal injury is one resulting in death while a serious injury incident is one that results in life threatening injuries, or an incident involving multiple casualties with major injuries.

Major injuries are fractures, amputations, loss of consciousness, eye injuries or injuries requiring admittance to hospital for more than 24 hours.

If a fatal or serious incident were to occur on school grounds, the emergency services should be called immediately, first aiders should assist at the scene and initial medical care provided. Individuals at the scene should complete an incident log (**Appendix 9**) and speak to the emergency services to support with an investigation.

The Headteacher should take on the role of Incident Manager and ensure appropriate communications with relevant stakeholders, keeping updates clear and limited until the facts have been established.

BDAT central team will be responsible for managing media relations and seeking legal advice.

8.1 Procedures Following Fatality/ Serious Injury

The following notes are for guidance and the procedures listed will not apply to all situations but should be considered.

- Inform HSE of incident via RIDDOR reporting route:
<https://www.hse.gov.uk/riddor/reportable-incidents.htm>
- Inform pupils, staff, parents and carers. To work with HR/BDAT/Legal team to ensure appropriate communication.
- Inform Governors of incident and response by the school.
- Communicate funeral plans to staff/ students and arrange for staff to have time off. Consider if school should close on the day of the funeral.
- Provide staff and pupils with time to remember the individual.
- Encourage conversation about the incident in school.
- Consider additional training in school (for example if incident was a road traffic accident).
- Bring in additional support if necessary (education psychologist, counsellor etc.)
- Contact insurance provider.
- Review incident and revise policies/ CIBCP if incident happened on school premises.
- Mark the date in the school calendar to ensure this is spoken about each year in memory for staff/pupils.

9. Cyber Response Plan

Cyber incidents may occur during the school day or out of hours. These procedures are to ensure that in the event of a cyber-attack, school staff will have a clear understanding of who should be contacted, and the actions necessary to minimise disruption.

9.1 Preventative Strategies

Cyber attacks are on the rise, and it is vital education providers regularly review their existing defences and take necessary steps to protect their networks. BDAT have implemented the following to reduce the risk of a cyber-attack:

- The IT and GDPR policies are reviewed every two years by an experienced staff member.
- BDAT is committed to gaining “Cyber Essentials Plus” by 23/24.
- Training for staff to recognise, report and appropriately respond to suspicious emails, messages or activities.
- Multi Factor Authentication (MFA) is used by all Trust staff under OLC’s new system.
- There are cyber security resources available at:
<https://educationdatahub.org.uk/resources/>

9.2 Actions in the Event of an Incident

If you suspect you have been the victim of a ransomware or other cyber incident, you should take the following steps immediately:

1. Enact your Cyber Recovery Plan (9.3)
2. Contact the 24/7/365 RPA Cyber Emergency Assistance:
 - a. By telephone 0800 368 6378 or by email: RPAresponse@CyberClan.com
 - b. You will receive a guaranteed response within 15 minutes
 - c. Incident information will be recorded, advice will be provided and any critical ongoing incidents will be contained where possible
 - d. Subject to the claim being determined as valid, an expert Incident Response team will be deployed to rapidly respond to the incident, providing Incident Response services including forensic investigation services and support in bringing IT operations securely back up and running.
3. Inform the National Cyber Security Centre (NCSC) – <https://report.ncsc.gov.uk>
4. Contact your local police via Action Fraud <https://www.actionfraud.police.uk/> or call 0300 123 2040
5. Contact your Data Protection Officer to determine if reporting to the ICO is necessary and if any data has been breached
6. Contact the Sector Security Enquiries Team at the Department for Education by emailing: sector.securityenquiries@education.gov.uk

Please be aware that speed is of critical importance during a cyber incident to help protect and recover any systems that may have been affected and help prevent further spread.

9.3 Cyber Recovery Plan

1. Verify the initial incident report as genuine and record all actions, decisions, events and communication with stakeholders on the log in **Appendix 9**.
2. Assess and document the scope of the incident using the Incident Impact Assessment at **9.4** to identify which key functions are operational / which are affected.
3. In the event of a suspected cyber-attack, IT staff should isolate devices from the network.
4. In order to assist data recovery, if damage to a computer or back up material is suspected, staff **should not**:
 - Turn off electrical power to any computer.
 - Try to run any hard drive, back up disc or tape to try to retrieve data.
 - Tamper with or move damaged computers, discs or tapes.
5. Contact RPA Emergency Assistance Helpline using details in 9.2.
6. Start an Actions Log using **Appendix 14** to ensure responsibility for completion and recovery of data.
7. Bring together the IMT and allocate roles. Consider bringing in OLC to support the IMT.
8. Liaise with OLC to estimate the recovery time and likely impact.
9. Make a decision as to the safety of the school remaining open. Follow procedures in section 5 if necessary to close.
10. Ensure agencies and stakeholders outlined in 9.2 are contacted.
11. Work with BDAT central team on communication strategy, which should include a media/ press release if applicable. Draft letters for staff, parents, carers and media available at: <https://www.rpaclaimforms.co.uk/wp-content/uploads/2022/03/RPA-Cyber-Response-Plan-Template-V1.0.pdf>
12. Adjust recovery timescales as time progresses and keep stakeholders informed.
13. Upon completion of the process, evaluate the effectiveness of the response using the Post Incident Evaluation at **Appendix 15** and review the Cyber Recovery Plan accordingly.
14. Educate employees on avoiding similar incidents / implement lessons learned.

9.4 Incident Impact Assessment

Use this table to assess and document the scope of the incident to identify which key functions are operational/ which are affected:

Operational	No Impact	There is no noticeable impact on the school's ability to function.
	Minor Impact	There is some loss in the ability to function which is minor. Functions can be carried out but may take longer and there is a loss of efficiency.
	Medium Impact	The school has lost the ability to provide some critical services (administration or teaching and learning) to some users. The loss of functionality is noticeable, but work arounds are possible with planning and additional resource.
	High Impact	The school can no longer provide any critical services to users. It is likely the school will close or disruption will be considerable.

Informational	No Breach	No information has been accessed / compromised or lost.
	Data Breach	Access or loss of data which is not linked to individuals and classed as personal. This may include school action plans, lesson planning, policies and meeting notes.
	Personal Data Breach	Sensitive personally identifiable data has been accessed or extracted. Data which may cause 'significant impact' to the person / people concerned requires a report to the ICO within 72 hours.
	Integrity Loss	Data, which may include sensitive personal data, has been changed or deleted. (This also includes corruption of data)

Restoration	Existing Resources	Recovery can be promptly facilitated with the resources which are readily available to the school.
	Facilitated by additional resources	Recovery can be facilitated within an identified timescale with additional resources which can be easily accessed.
	Third party services	Recovery is not guaranteed, and outside services are required to facilitate full or partial restoration.
	Not recoverable	Recovery from the incident is not possible. Data may have been extracted, encrypted or backups may have failed.

10. Fire or Suspected Fire

Refer to the school's Fire Evacuation Policy.

If the property or school grounds are damaged in the event of a fire, the building's safety should be assessed before welcoming back staff and students. If there is an area or building that cannot be accessed or fire damage, the school should contact the insurance provider and look at loss of building continuity strategies (paragraph 11).

11. Loss of a Building

Where buildings or facilities have been damaged or made unavailable, the school needs to ensure there is a strategy to continue the education provision for all students. The school should prepare a recovery and continuity action plan (**Appendix 14**), using strategies that can be found in **Appendix 5**.

To prevent continuity issues and delays in the event of loss of building, the school should make arrangements with a local safe space that could be used for temporary purposes if required. This may be a local school, church or community hall.

If the whole site needs to be evacuated the locations are: St Philips Church, Gillington, BD8 9QW and Gillington Community Centre B98 9NN and St Philips Primary School BD8 9JL.

Temporary classroom

In the event of a temporary classroom being required, use the contact details provided.

Hire Details	
Company	Bradford Hire Centre
Contact details	01274 726422
Space on site for temporary building:	Yes
Disabled access required?	Yes
Capacity required?	30 per classroom
How will electricity, gas and water be provided?	Electricity from the Green Sub Station Water – water supply in ground near Foster Beaver building
How will the school ensure the safeguarding of pupils in this location?	It would be located within the enclosed school grounds

Where a temporary location is required, the school should carry out a risk assessment (**Appendix 4**) of the situation, to control and mitigate additional issues arising such as travel to the new location, facilities, H&S, reduced educational resources etc.

12. Industrial Action/ Staff Absence Shortage

To determine the extent to which the academy can function as normal, a risk assessment needs to be undertaken. The processes outlined in “**Section 5 – Closure of the school**” should be followed, considering the impact of reduced staff onsite.

Within the limitations set out by statutory guidance and health and safety legislation and wherever possible, BDAT schools will remain open during the school day to deliver education to its pupils. The following continuity strategies should be considered and documented when determining if necessary to close the school:

- Use of temporary staff e.g., supply teachers, office staff etc.
- Using different ways of working to allow for reduced workforce, this may include:
 - Larger class sizes (subject to adult and child ratios)
 - Use of teaching assistants, LSAs, cover supervisors
 - Pre-prepared educational materials that allow for independent learning
 - Team activities and sports to accommodate larger numbers of students at once.
 - Key groups attend in school. E.g., GCSEs, Y6, vulnerable children
- Suspending ‘non-critical’ activities and focusing on school priorities.

All decisions, whether to remain open, partially open or closed, should be well documented by the school.

13. Catering

Where there is a loss of normal catering arrangements, the school should arrange for alternative cold meals to be provided or for caterers to bring in food from other locations on a temporary basis.

The catering department or contractor should have their own Continuity Plan in place.

School’s catering continuity plan:

As a short term measure, cold meals will be provided.

Sandwiches will be provided by Tiffin: 01274 494939

Fruit will be supplied by First Choice: 01274 737747

Drinks may be supplied by Brakes: 0113 2431233

Temporary kitchens, catering equipment & events: 0800 085 8122 (8am-5.30pm)

14. Breakdown of a Bus/ School Vehicle

In the event of breakdown or accident a mobile telephone will save a great deal of difficulty. A mobile telephone must be taken on all school trips.

Breakdown on Ordinary Carriageways:

- Move the vehicle as far to the left as possible. Switch on the hazard lights.
- If you attempt to find a telephone, do not leave passengers alone in the vehicle. If you are transporting pupils that cannot go with you, i.e., due to their physical or behavioural problems, you must be travelling with an escort.
- If you break down, contact a member of the IMT. Inform them of the situation (i.e., female driver alone etc.) and specific location.
- If you are nowhere near a telephone, display a PLEASE CALL POLICE sign in the back window. Wait in the vehicle with the windows and doors locked until help arrives.
- If someone stops to offer help, stay inside the vehicle with the doors locked. Open the window sufficiently to ask them to go to the nearest telephone and notify the police or rescue service for you. Do not get into the car with a stranger or attempt to hitch a lift.
- If a mechanic or the police arrive and are not in uniform or are in an unmarked vehicle, ask to see some form of identification before getting out of the vehicle.
- Deploy warning triangles or cones if it is safe to do so.

Breakdown on the Motorways

The general procedures are the same as the guidelines for ordinary carriageways. However, extra hazards exist on the motorway.

If the vehicle breaks down on the motorway, or a serious fault develops, put your hazard warning lights on and pull over to the hard shoulder or rescue bay as quickly and as far off the carriageway as possible. If possible, angle the front of your vehicle slightly inwards, which helps to indicate you have broken down. Once on the hard shoulder, try to coast to a telephone box. These are one mile apart along all stretches of motorway. Never reverse on the hard shoulder or attempt to cross the central reservation. This is illegal and highly dangerous.

Make it clear to the person you are calling whether you are alone or with passengers when making a call for help. If alone stand behind the telephone facing oncoming traffic.

In the event of a motor incident

If you are involved in an accident and you are not injured, see whether anybody is badly injured. If medical attention is required, ensure help is summoned immediately. Do not remove injured people from the car unless they are in danger. Loosen tight clothing, especially around the neck and make sure they are warm. Do not give them anything to eat or drink.

Try to reduce the risk of further collisions, if possible, by moving the vehicle/s off the road or warning oncoming traffic of a hazard. Do not put yourself at risk by standing on the carriageway.

All accidents, however minor, must be reported to the appropriate member of the IMT immediately. The procedures in 7.1 should be followed.

Notification of delays

If as a result of any unforeseen circumstances, such as accident or breakdown, there will be a significant delay before passengers reach their destination, then arrangements must be made to inform those awaiting their arrival. These may be spouses, parents, carers or friends. The driver or

escort should contact the Senior Leadership Team with as much information as possible including the new projected arrival time.

15. Loss of Key Suppliers

Schools should consider their reliance on key suppliers and if the loss of a supplier would result in the critical functions of the school being stopped or interrupted.

If the school is reliant on the provider in order to continue providing education to its pupils, they must either:

1. Ensure the supplier has an up-to-date business continuity plan in place, or
2. Have a named alternative supplier documented in **Appendix 5**.

16. Bomb Threats

A phone call making a bomb threat is likely to be received by reception. The person taking the call must:

- Complete the Bomb Threat Prompt Card (**Appendix 16**)
- Inform the Team Leader of the Incident Management Team
- Contact the Police

The school must ensure receptionists have a copy of the Bomb Threat Prompt Card on reception and are aware of the process outlined in this plan.

17. Suspicious Package

Postal bombs or biological / chemical packages might display any of the following signs:

- Excessive wrapping
- Grease marks or oily stains on the envelope / wrapping
- An unusual odour including (but not restricted to) ammonia, almonds or marzipan
- Discolouration, crystals or powder-like residue on the envelope / wrapping
- Visible wiring / tin foil
- Heavy weight for the size of the package
- Uneven weight distribution
- Too many stamps for the weight of the package
- Poor handwriting, spelling or typing
- Delivery by hand from an unknown source
- Wrongly addressed or come from an unexpected / unusual source
- No return address or a postmark that does not match the return address

The likelihood of a school receiving a postal bomb or biological / chemical package is low. However, if you do receive a suspicious package carry out the actions below.

1. Remain calm.
2. Put the letter / package down gently and walk away from it
 - a. Do not touch the package further
 - b. Do not move it to another location
 - c. Do not put the package into anything (including water)
 - d. Do not put anything on top of it.
3. Note its exact location
4. Evacuate the building, keeping people away from the room as far as possible. Ensure that any assembly points are located away from the danger of flying glass.
5. Notify the Police (999) and the Headteacher / IMT immediately.
6. Do not use mobile phones, two-way radios or sound the alarm using the break glass call point

