Newchurch Community Primary

Business Continuity Plan

Mission Statement

Newchurch will give every child a flying start by working in partnership with parents, staff and the community to develop well-rounded citizens who will contribute in a positive way to society.

Statement of intent

Newchurch Community Primary School is committed to protecting the welfare of our entire school community and, as such, understands that clear and effective procedures need to be in place to outline the school's response in a variety of situations.

Whilst most incidents within school can be dealt with following day-to-day school procedures, there are more serious incidents which will require an established emergency response – these are as follows:

- An inability to carry out daily and/or critical activities
- Loss of life or serious injury to staff, pupils or members of the school community/public
- Serious damage to, or loss of, a part of/full building or access to a building
- Adverse publicity and/or reputational impacts
- Loss or breach of ICT systems and/or data
- Loss or shortage of staff
- Loss of critical supplier or service

This Business Continuity Plan has been developed to ensure the school is prepared for, and is able to recover from, unexpected disruptions that are critical to the school.

Signed by:

Headteacher	Date:
Chair of governors	Date:

1. School policies and procedures

1.1. This plan has been developed in accordance with, and will be implemented alongside, the following school policies and procedures:

- Business Continuity Policy
- Bereavement Policy
- Data and E-Security Breach Prevention and Management Plan
- Adverse Weather Policy
- Fire and Bomb Evacuation Policy
- Infection Control Policy

1.2. In line with the school's Data and E-Security Breach Prevention and Management Plan, the school ensures that only relevant individuals have access to this Business Continuity Plan, with particular reference to the tables providing an overview of data held by the school within this plan, to uphold data security.

2. Contact details

2.1. **Senior incident response team**:

Role	Name	Telephone number
Chair of governing board	Rachel Burns	07834092101
Headteacher	Jayne Narraway	07940843226
Site Manager	Nick Owen	01925 763427

2.2. **Coordinating incident response team**:

Role	Name	Telephone number 1	Telephone number 2
Business Manager (recovery coordinator)	Janine Dowling	01925 763427	07540524604
Deputy Headteacher (media coordinator)	John Duckett	01925 763427	07748774373
Senior Leader	Lee Singleton	01925 763427	07984514406

2.3. **Operational incident response team**:

Role	Name	Telephone number 1	Telephone number 2
Senior Leader	Rachel Sizer	01925 763427	07773428210
Office Manager	Beverley Heath	01925 763427	07928236400

2.4. **School staff and governors:**

Role	Name	Telephone number 1	Telephone number 2
Chair of Governors	Rachel Burns	01925 763427	07834092101
Business Manager	Janine Dowling	01925 763427	07540524604
Deputy Headteacher	John Duckett	01925 763427	07748774373
Site Manager	Nick Owen	01925 763427	07812074137
Chair of Buildings	Graham Corkin	01925 763427	07568127932

2.5. **External contacts:**

Organisation/company	Type of service	Name of contact	Telephone number 1	Telephone number 2 (out of hours)
United Utilities	Water		0345 672 3723	
Local Authority	Education	Paula Worthington	01925 444021	

3. **Roles and responsibilities**

3.1. The **headteacher** is responsible for:

- The overall implementation of this plan and ensuring that staff members are aware of their responsibilities.
- Ensuring the school has the capacity to respond to unforeseen circumstances.
- Determining the school's overall response and recovery strategy.
- Acting as part of the senior incident response team to coordinate a response to an incident.
- Taking lead responsibility for any decisions made during an incident.
- Maintaining the welfare of all staff and pupils.

3.2. The **School Business Manager** in collaboration with the headteacher is responsible for:

- The development of the Business Continuity Plan.
- Acting as a key member of the coordinating incident response team and reporting directly to the headteacher.
- Developing continuity arrangements and strategies, e.g. alternative relocation sites and use of temporary staff.
- Ensuring staff, pupils, governors, and any other relevant individuals, are involved in the development of the plan.
- Actioning practice run throughs of the plan for different emergency situations.
- Conducting debriefs following an incident or practice run through to identify ways in which the plan can be improved.
- Maintaining a log of all key decisions and actions taken in relation to an incident.
- Ensuring relevant staff members are trained to undertake their responsibilities in relation to the plan.
- Maintaining the welfare of all staff and pupils.
- Ensuring this plan is routinely reviewed and updated where necessary.

3.3. The **senior incident response team** is responsible for:

- Announcing when an incident is taking place and activating the response as appropriate.
- Leading the school's initial and ongoing response to an incident.
- Nominating a media and communications coordinator, as part of the coordinating incident response team, to lead on the school's communication response with key stakeholders and liaison with the media.
- Nominating a recovery coordinator, as part of the coordinating incident response team, to lead and report on the school's recovery process, identify next steps to take following an incident, and work with the School Business Manager to ensure next steps are incorporated into the plan.
- Notifying relevant stakeholders of the incident, plan activation and ongoing response.
- Providing direction and leadership to the whole school community.
- Managing the deployment of resources.
- Prioritising the recovery of key activities disrupted by the incident.
- Liaising with the coordinating incident response team.
- Maintaining the welfare of all staff and pupils.

3.4. The **coordinating incident response team** is responsible for:

- The general management and coordination of the incident response.
- Liaising with emergency services and children's services.
- Recommending the response of the operational incident response team.
- Maintaining a detailed log of the incident.

- Presenting possible options of response to the senior incident response team.
- Maintaining the welfare of all staff and pupils.

3.5. The **operational incident response team** is responsible for:

- Assisting with the recovery of the school.
- Communicating to and from the senior incident response team and coordinating incident response team.
- Maintaining the welfare of all staff and pupils.

3.6. The **site manager** is responsible for:

- Maintaining the security of the school premises during an incident.
- Communicating with the incident response teams during an incident with regards to any building or site issues.

3.7. The **data protection officer (DPO)** is responsible for:

- Working alongside the e-safety officer to ensure the resilience of the school's ICT equipment and security of the school's data.
- Working with the School Business Manager to develop proportionate responses to a compromise of ICT equipment or loss of data.
- Leading the school's response to a breach of the school's ICT equipment and potential loss of data, in accordance with the Data and E-Security Breach Prevention and Management Plan.

4. Critical school activities

4.1. The school has identified critical activities which take priority for recovery in an incident, on the basis that if these were not recovered, it would have the greatest impact on the school community such that the school would be unable to deliver the service, or there would be significant harm or risk caused to individuals. These are detailed below.

Critical activity	Resources required for the critical activity	Need for resources						Comments
		4 hrs	24 hrs	24-48 hrs	1 week	2 weeks	1 month	
Teaching	Location for teaching and learning		✔					Links with local schools: Twiss Green, Culcheth Primary and Culcheth High School.

Category	Activity							Notes
Safeguarding	Access to files	✓						CPOMS allows for DSLs to access this remotely.
Catering	Cooking facilities		✓					Packed lunches to be provided if necessary – purchase of food from Sainsburys
ICT systems	Office - gendata	✓						The school pays for remote access to gendata at £97 per year which allows access and no disruption to service.
Data Protection							✓	The school pays for remote access to gendata at £97 per year which allows access and no disruption to service as all contacts can be made.

5. Contractors

5.1. In line with section 4 of this policy, the following contractors are responsible for carrying out the critical activities identified.

Critical activity	Name of contractor	Name of contact	Telephone number 1	Telephone number 2
Critical Incident Support	Warrington Borough Council	Kate Guise	**01925 442 759**	**07747840944**
Catering	Warrington Borough Council	Susan Stephens	**01925 443081**	
ICT systems (curriculum)	EDAC	Nigel Spencer	**07780604155**	
ICT systems	Warrington Borough Council	Jennie Owen	**01925 442200**	

Buildings	MEARS	Dave Reagan	**07813572382**	**01925 443240**

6. Paper-based records

6.1. The school has identified vital paper-based records that are not stored on the computer network which, if lost or damaged, would prevent or severely impair the school's ability to deliver a service, or would lead to a high risk to the rights and freedoms of individuals. These are identified below.

Document type	Information held	Location	Duplicated? (Y/N)	Where are duplicates held?
Admissions files	Pupils' personal data	Locked cabinet in staff room	Yes	Scanned to gendata
Speech and Language programmes	Individualised plans	Files in The Nest	Yes	Scanned to CPOMS

7. Inventory

7.1. The table below outlines the equipment located in different areas of the school in order to assist with determining the level of damage and loss following an incident.

Equipment	Rooms											
	Staff room	Year R	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	School Office	ICT suite	Kitchen/Hall	Head's office
Desks/tables	One large one	6	8	15	15	15	15	15	2	3	12	2
Chairs	15	12	16	30	30	30	30	30	2	32	15	5
Computer	0	1	1	1	1	1	1	1	2	1	1	1

Item												
IWBs	0	1	1	1	1	1	1	1	0	1	0	0
Printer	0	0	0	0	0	0	0	0	2 Plus one in photocopy room	0	0	0
Chrome books	0	0	0	0	0	0	0	0	0	48 (purchased 2020)	0	0
iPads	0	1	1	1	1	1	1	1	1	31 (purchased 2021) 36 (pre-2021)	1	1

8. High-value items

8.1. The table below identifies any items held within the school with a value over £500 – these have been included for insurance purposes following an incident.

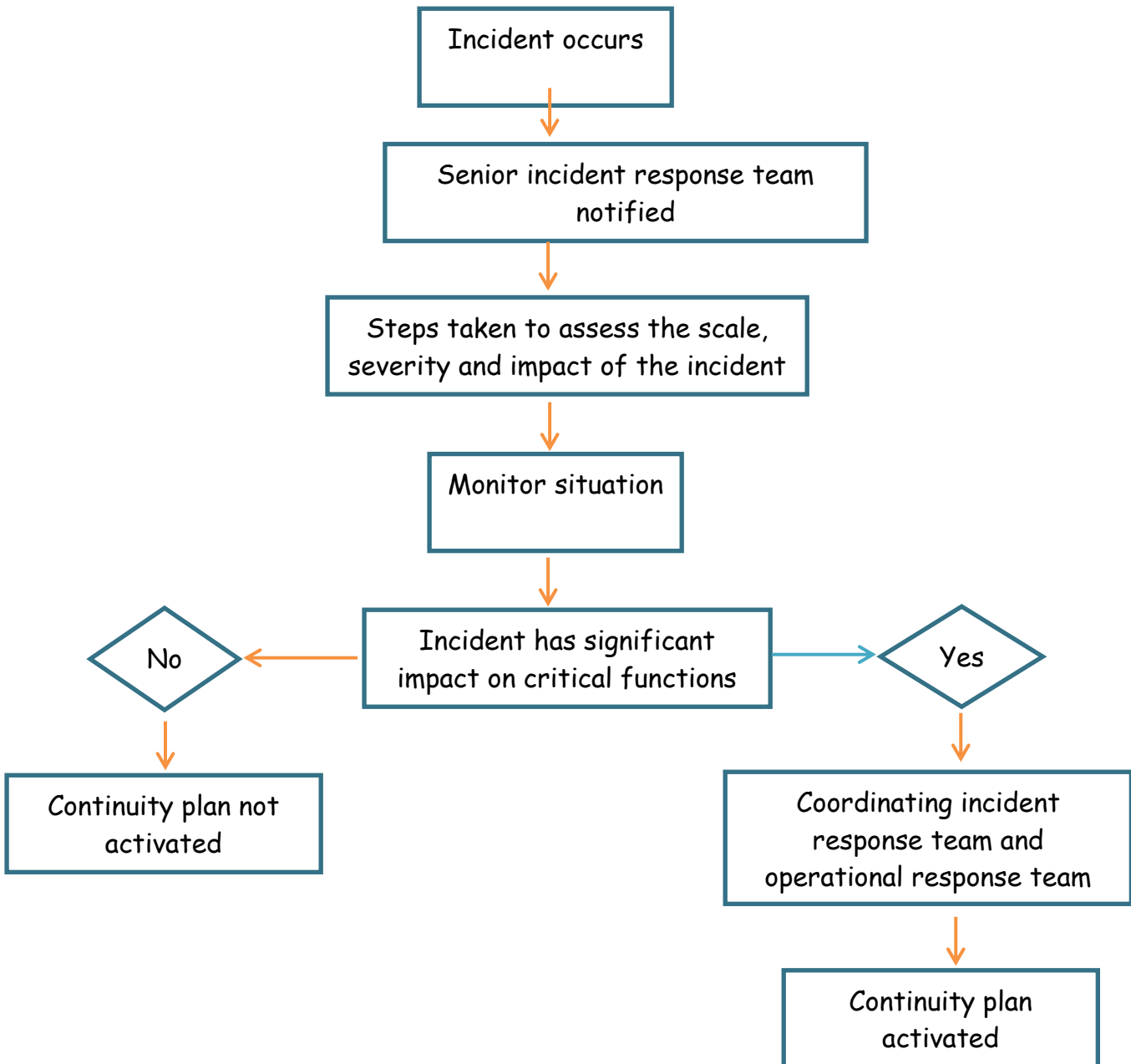| Item	Make/model	Serial number	Item value at purchase	Purchase date	Owner (leased items only)	Termination date (leased items only)
Safe	Chubb	236598-1	£700	30/05/2018	N/A	N/A

9. Risk ratings

9.1. The school has defined a risk-rating system to determine the likelihood of an incident occurring and the possible impact of such an incident.

Likelihood		Impact	
1	Low	1	Minor
2	Medium	2	Significant
3	High	3	Major

9.2. Risk-rating impacts are further defined below:

Risk-rating	Description
Minor	• Disruption affects a single class, year group or other function and can be managed through normal operational activities • Disruption is not serious or widespread and is unlikely to affect school operations to a significant degree • No significant impact on staff or pupil safety • The senior incident response team needs to be notified and the incident needs to be monitored • Possible partial or full activation of the Business Continuity Plan
Significant	• Disruption affects more than one year group, class or other function and remains self-contained • The affected area has the capacity to manage the disruption – with or without support • May require activation of specific resources, e.g. ICT • Significant impact on staff or pupils' safety • Senior incident response team needs to be notified to discuss whether to activate the Business Continuity Plan • Escalation of the incident needs to be monitored • Likely partial or full activation of the Business Continuity Plan
Major	• Disruption affects the whole school and possibly the local community • Major impact on pupil or staff safety • Affected area does not have the capacity to manage the disruption • Requires the activation of specific resources, e.g. ICT • Senior incident response team needs to be notified to discuss whether to activate the Business Continuity Plan • Escalation of the incident needs to be monitored • Activation of the Business Continuity Plan, where necessary

10. Plan activation

```
                    ┌─────────────────────┐
                    │   Incident occurs   │
                    └──────────┬──────────┘
                               ↓
                    ┌─────────────────────┐
                    │ Senior incident     │
                    │ response team       │
                    │ notified            │
                    └──────────┬──────────┘
                               ↓
                ┌───────────────────────────────┐
                │ Steps taken to assess the      │
                │ scale, severity and impact of  │
                │ the incident                   │
                └───────────────┬───────────────┘
                                ↓
                    ┌─────────────────────┐
                    │  Monitor situation  │
                    └──────────┬──────────┘
                               ↓
```

┌──────────┐   ┌───────────────────────────────┐   ┌──────────┐
│   No   │ ←───── │ Incident has significant   │ ─────→ │   Yes   │
└────┬─────┘   │ impact on critical functions │   └────┬─────┘
     ↓   └───────────────────────────────┘   ↓
┌─────────────────┐   ┌───────────────────────────────┐
│ Continuity plan │   │ Coordinating incident   │
│ not activated   │   │ response team and   │
└─────────────────┘   │ operational response team   │
                                                         └───────────────┬───────────────┘
                                                                         ↓
                                                         ┌───────────────────────────────┐
                                                         │ Continuity plan   │
                                                         │ activated   │
                                                         └───────────────────────────────┘

11. Potential disruptions

11.1. The school has identified four key disruptions that would be critical to the school's ability to provide a service in the event of an incident, these are:

- Loss of premises
- Loss of staff
- Failure of ICT systems
- Loss of services, e.g. electricity, gas, water or food

11.2. The incident response, continuity and recovery procedures outlined in sections 12, 13 and 14 of this plan are applicable to all incidents; however, the school has identified specific provisions in addition to these procedures for each potential disruption.

Loss of premises

11.3. Loss of premises may be caused as a result of fire, flood, loss of essential utilities or another incident. The school has a duty to provide a safe, suitable and secure site for staff and pupils. The provisions outlined below are implemented in accordance with the following school policies:

- Fire and Bomb Evacuation Policy
- Adverse Weather Policy

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Complete loss of site			Alternative Sites: • Culcheth High School • Culcheth Primary School • Twiss Green Agreements with local schools where there is capacity to accommodate additional pupils Off-site activities, e.g. physical activities, school trips
Partial loss of site			Use of alternative on-site rooms e.g. school hall or the ICT suite Use of off-site facility if available e.g. local schools as detailed above Off-site activities, e.g. physical activities, school trips
Temporary loss of premises (e.g. utility failure)			Virtual learning

			Off-site activities, e.g. physical activities, school trips

Loss of staff

11.4. Loss of staff is most likely to occur during adverse weather, strike action or an outbreak of disease. It is a critical function of the school to provide a suitable number of teaching staff to deliver pupils' education. The provisions outlined below are implemented in accordance with the following school policies:

- Adverse Weather Policy
- Strike Action Policy
- Infection Control Policy

Disruption	Risk rating		Incident response
	Likelihood	**Impact**	
Adverse weather			Alternative teaching arrangements: HLTA to step into teacher role. Teachers step into midday role. School closure (determined by number staff present to teach the children and keep them safe) Use of temporary staff Buddying up of classes (older and younger) Use of pre-prepared teaching materials as detailed on the Gdrive (RE or Art) Suspending non-critical activities Mutual support agreements with other schools
Strike action			Alternative teaching arrangements, including the use of HLTAs School closure (determined by number staff present to teach the children and keep them safe) Use of temporary staff Use of pre-prepared teaching materials as detailed on the Gdrive (RE or Art) Suspending non-critical activities Buddying up of classes (older and younger) Mutual support agreements with other schools
Outbreak of disease			Outbreak Management Plan and Remote Learning to be put in place.

Failure of ICT systems

11.5. Failure of ICT systems may occur as a result of a fire or flood disaster or may be caused by a data security breach. The school has a responsibility to uphold the security of all data it holds. The provisions outlined below are implemented in accordance with the following school documents:

- Data and E-Security Breach Prevention and Management Plan

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Failure of ICT system			Back-up server Disaster recovery contacts – Teacher2PArents Off-site back-up arrangements Google Drive arrangements – secure external network Remote access to gendata and SIMS Report data loss to Information Commissioner's Office (ICO) where necessary Notify data subjects where necessary
Loss of data			Back-up server Remote access to SIMS and gendata Disaster recovery contacts – teachers2parents Off-site back-up arrangements Google Drive arrangements – secure external network Report data loss to ICO where necessary Notify data subjects where necessary

11.1.   It is essential to maintain effective ICT back-up arrangements in order to prepare for, and recover from, any failure of an ICT system or loss of data. The School Business Manager and e-safety lead is responsible for conducting regular ICT back-ups in accordance with the Data and E-Security Breach Prevention and Management Plan.

11.2.   The school adopts the following back-up procedures for electronic data:
- Use of Local Authority systems
- EDAC back up of curriculum server

11.3.   The school records some information using paper-based records. The School Business Manager is responsible for maintaining paper records.

11.4.   In line with section 6 of this policy, the school adopts the following back-up procedures for paper-based records:

- All paper-based records are scanned and maintained electronically, enabling them to be backed up in line with point 11.2

- Certain documents e.g. Speech and language programmes, Safeguarding information and SEND reports from external agencies are scanned and uploaded to CPOMS which can be accessed remotely.

Loss of services

11.5.   Loss of services may occur, for example, where a service provider suffers a critical incident and they are no longer able to provide the service to the school. The school has a responsibility to ensure that pupils and staff are provided with a safe environment at all times. The following provisions outline the school's response in the event of a loss of a service:

Disruption	Risk rating		Incident response
	Likelihood	**Impact**	
Electricity/gas loss			Additional portable heaters ==Pre-identified alternative suppliers== Insurance cover Mutual support agreements with other schools
Water loss			==Pre-identified alternative suppliers== Insurance cover Mutual support agreements with other schools

12. Initial response

Requirement	Other action to take	Responsible person	Completed? (✓)
Initial response			
Incident			

Assess the severity of the incident	• Determine:
	  – The situation.
	  – The impact on pupils and staff.
	  – The scale/severity, duration and impact.
	• Disseminate information to others.
	• Call emergency services if necessary.
	• Evacuate/invacuate/lockdown the school building if necessary.		

Nominate individuals to carry out the following roles:
 	
• Business continuity
• Communications
• Log-keeping
• Media management
• Resources
• Welfare
	• Information on responsibilities found in section 3 of the Business Continuity Plan.
	• Remember to:
	  – Allocate tasks amongst the senior incident response team.
	  – Ensure staff are clear about their responsibilities.
	  – Establish the location and frequency of meetings.		

Inform all other staff of the incident	• Contact the coordinating incident response team • Contact the operational incident response team • Inform all other staff and governors as appropriate		
Consider how the incident	• Liaise with extended services as necessary		

affects extended services			
Maintain a log of any injuries sustained to pupils, staff or visitors	• Ensure the log is provided to emergency services		
Work closely with other services, e.g. emergency services, as required	• Provide information to those arriving on the premises. • Ascertain the whereabouts of all pupils, staff and visitors and ensure emergency services are aware of anyone who is unaccounted for		
Contact relatives of those involved in the incident if appropriate	• Decide the most appropriate method – if the incident is very serious, liaise with the police about informing next of kin		
Where the incident involves failure of ICT systems or a loss of data, take steps to maintain security of systems as appropriate	• Liaise with School Business Manager and DPO to maintain security of the school's network and data • Refer to the Data and E-Security Breach Prevention and Management Plan • Attempt to recover important documentation • Contact organisations which can assist with document recovery if necessary • Notify the ICO of personal data breach within 72 hours, if necessary • Notify data subjects of personal data breach, if necessary		
Resources			
Secure school premises	• Consider disabling utility supplies		
Maintain access to school entrance	• Ensure emergency services can access the school premises as required • Prevent parking in restricted zones		
Work with school staff and the emergency services to control access to the school	• Advise staff to check the identity of others when arriving at the school premises • Provide authorised visitors with ID badges and ensure they sign in and out • Ensure media access is controlled • Advise emergency services of any property related issues or hazards, e.g. asbestos, and provide with a site		

	map if appropriate		
Welfare			

Establish arrangements to meet the welfare needs of pupils, staff, parents, visitors and others	• Identify pupils who may require additional support:
	  − Those with SEND
	  − Those with other medical needs
	  − Those with personal emergency evacuation plans
	  − Any individual who is particularly vulnerable or badly affected, e.g. a witness to the incident
	• **[New]** Identify any staff members, volunteers, parents or others who may be particularly affected by the incident		

Log-keeping			
Attend meetings held by the senior incident response team	• Keep a log of important information, actions taken and decisions made		
Ensure that each member of staff keeps an incident log	• Incident logs should be regularly communicated to the appropriate incident response team, who should then communicate to other response teams		
Communications			
Dedicate telephone lines for incoming and outgoing calls	• Arrange extra support at reception if necessary		
Record a new message on the school answerphone if appropriate	• Consider setting the phone to 'answer only' mode		
Inform those involved in the response of any communication difficulties, e.g. poor signal	• Help staff with any communication needs		
Media management			
Organise appropriate responses to media requests	• Seek support from other organisations as appropriate, e.g. emergency services or the Local Authority		
Control media access to the	• Avoid allowing access to the site, pupils or staff unless there is a		

	reasonable reason to do so and consent has been sought • Liaise with the police if necessary • Designate a specific area for the media, away from the school entrance		
premises, staff and pupils			
Develop a brief media statement	• Information must be limited until facts are clear and all parents have been notified		

13. Business continuity

Requirement	Other action to take	Responsible person	Completed? (✓)
Ongoing response			
Incident			
Nominate a main contact for the coordination of the response	• Continue to liaise with emergency services as required		
Continue to allocate tasks for each incident response team	• Work closely with the senior incident response team to coordinate actions and resolve any complications or difficulties • If the response is likely to last for a significant amount of time, e.g. longer than two hours, consider staff rotation		

Plan to maintain critical activities	• Consider how the following activities are maintained:
	  − Immediate and ongoing priorities
	  − Communication strategies
	  − Resource availability
	  − Deployment of resources
	  − Roles and responsibilities
	  − Finance
	  − Monitoring and reporting on the situation
	  − Stakeholder engagement
	  − Welfare issues
	  − Planning the recovery of non-critical activities		

Minimise disruption	• Ensure arrangements are in place to keep the school open and		

to education	maintain normal routines wherever possible • Ensure parents are informed of any changes to the school routine		

Ensure regular briefings are given	• Give briefings to:
	  – Staff
	  – Pupils
	  – Parents
	  – Governors
	  – Services – emergency or otherwise		

Work closely with the individual responsible for media management to provide regular briefings to the media	• Seek support from other organisations if necessary		
Ascertain whether all necessary individuals have been informed of the incident	• In the event of a serious injury or fatality, ensure the HSE has been informed in line with RIDDOR		
Seek advice on legal and insurance issues if appropriate	• If the incident is a crime scene, seek advice from the police and other emergency services		
Resources			
Liaise with utility suppliers as required			

Establish safe and secure areas to assist with the response	• Areas may include:
	  – Media briefing room
	  – Briefing area for parents
	  – Senior incident response team briefing room		

Liaise with staff and other organisations to provide access to facilities and resources as required	• If necessary, open or close parts of the school premises • Liaise with the School Business Manager to establish temporary accommodation, if required		
Ensure the school premises is secure	• Provide temporary fencing around damaged areas and arrange for broken windows to be boarded, for example		

Welfare			
Assess the welfare of those involved	• Continue to monitor and provide support for those that have been affected by the incident • Ensure staff take regular rest periods		
Determine arrangements for returning pupils to their parents	• Ensure members of staff are available to meet families		
Inform pupils of the incident	• Seek support from educational psychologists about the best way to inform pupils, if necessary • Ensure pupils are spoken to before they leave the school premises to determine if any extra support is needed • Ensure religious and cultural factors are considered wherever necessary		
Log-keeping			
Keep accurate records of any individual admitted to hospital or treated by the emergency services	• Ensure records are communicated to the senior incident response team		
Keep accurate records of all items lost by pupils, staff or visitors	• Ensure records are communicated to the senior incident response team		
Keep accurate records of all expenditure incurred	• Record all costs incurred as a result of the incident response		
Communications			
Consider the most effective arrangements for contacting pupils' parents	• Ensure a record of all calls made to parents is maintained		
Liaise with the individual responsible			

for media management about contacting local radio stations			

Liaise with the School Business Manager to communicate to parents	• Consider letters home that include information on:
	  − The details of the incident.
	  − How their child was involved.
	  − The actions taken to support those involved.
	  − Who to contact if they have any concerns or queries.		

Media management			
Devise an ongoing strategy for handling media requests	• Work closely with the media to establish what information is required and any deadlines • Gather information from the senior incident response team and other organisations as appropriate		
Provide regular statements to the media	• Ensure messages are accurate • Ensure the protection of identities is considered • All press releases need to be checked and agreed by emergency services		
Advise staff on where to direct media enquiries	• Ask staff, pupils and parents to avoid speculation when talking to the media • Avoid the spread of misinformation by ensuring individuals are clear on where to direct enquiries • Ensure there is a plan in place to manage any distress that could be caused by ongoing police enquiries, legal proceedings or media attention		

14. Recovery

Requirement	Other action to take	Responsible person	Completed? (✓)
Recovery			
Incident			

Nominate an individual to act as the main point of contact for the recovery process	• Allocate tasks amongst the different response teams		
Ensure that post-incident support is available to anyone who requires it	• Ensure access is given to educational psychologists • Allow staged returns to school where necessary • Staff member will visit the pupil at home or hospital, if applicable, to determine necessary support		
Minimise disruption to education	• Put arrangements in place for remote learning where possible • Work with school staff to restore the usual school routine as much as possible		
Work closely with senior incident response team in organising remedial work	• Organise remedial work to the school premises • Liaise with insurance companies and other organisations as appropriate • In the event of a public health incident, consider ordering infection control supplies and increasing the cleaning regime		
Complete any necessary forms or paperwork	• Ensure an inventory is held of any equipment that has been damaged or lost • Arrange for important items/documentation to be recovered, replaced or destroyed		
Arrange debriefs	• Debriefs should be arranged for all staff, pupils, parents and visitors • Represent the school at other debriefs which may take place		

Initiate a review of the Business Continuity Plan	• Review should be held in conjunction with the different incident response teams to discuss effectiveness and any changes required		
Consider contacting nearby schools	• Inform them of any important issues relating to the incident		
Resources			
Procure temporary classrooms if required			
Arrange a site visit with relevant personnel involved in the recovery phase, e.g. the LA and emergency services			
Welfare			
Introduce a strategy to monitor and support pupils and staff particularly affected by the incident	• Ensure all staff are aware of this strategy • Offer pupils and staff the opportunity for psychological support and counselling • Ensure pupils and staff know how to access the above services • Arrange any support required and ensure this is in place for as long as necessary • Ensure pupils have access to areas where they can take a timeout if necessary		
Consider which pupils need to be briefed, how and who by	• Provide opportunities for pupils to discuss their experiences • Ensure all new pupils are made aware of the incident and how the school and/or community were		

	affected		
Log-keeping			
Collate all incident logs and make copies if necessary			
Ensure records are archived securely	• Ensure these are available to necessary staff members for future reference		
Communications			
Provide ongoing updates to all pupils and parents	• Organise an event for parents to discuss any issues or concerns		
Assist the School Business Manager with providing remote learning, if necessary			
Check that information in the public domain is accurate and up-to-date			
Media management			
Keep the media informed of developments in the recovery process	• Ensure a positive image is maintained • Be aware of the media's interest in memorials or anniversaries of the event		

Activity Log

Completed by:		Sheet number:	

Incident:			
Time	**Log details**	**Further action required**	**Signed by**

Financial Expenditure Log

Completed by:		Date:		
Incident:				
Time	**Details**	**Cost (£)**	**Transaction method**	**Authorised by**