NUNNEY FIRST SCHOOL

CRITICAL INCIDENT MANAGEMENT & CONTINUITY PLAN

Author:	Sue Heal, Headteacher
Adopted by Local Governing	7th June 2021
Review period:	Reviewed every 2 years for currency and accuracy. The policy would also be reviewed in the event of significant structural or organisational change.
Next review due:	June 2023

SECTION 1

1.   INTRODUCTION

1.1.1   **Background Information**
Local Authorities are required by the Civil Contingencies Act 2004 to develop plans to manage business continuity in the event of a range of disruptions to services. By extension, schools have the same obligation.

1.1.2   **No-notice disruptions** are by definition, impossible to predict. This plan deals with the ones most likely to occur:
- loss of premises (through fire, flood, etc.)
- loss of utilities (electricity, gas, water, fuel)
- failure of IT and telephony
- staff shortage.

1.1.3   The impact of any serious disruption may manifest itself in terms of, for example,
- delivery of education
- safety/welfare
- financial consequences
- reputational damage
- environmental consequences.

1.1.4   The requirements of the Data Protection Act 2018 (DPA) and the General Data Protection Regulation 2018 (GDPR) form an integral part of this plan.

1.2   Aim
To provide guidance and support to enable Nunney First School to manage the impact of severe disruptions due to a variety of unlikely but credible causes, with the following objectives.

1.3   Objectives
- Safeguarding the safety and welfare of pupils, staff and visitors
- Resuming provision of education services at the earliest opportunity and, where possible, securing continuation of learning
- Maintaining the community and identity of the school
- Protecting the School's reputation
- Returning the school to normality.

1.4   Related Plans and Procedures
This Critical Incident Management Plan (CIMP) should be read in conjunction with policies held by the school and The Partnership Trust for responding to emergency situations e.g.
- Health & Safety Policy
- First Aid Policy
- Fire Risk Assessment
- Business Continuity Plan
- COVID-19 Contingency Plan

1.5   Plan, Review and Testing
1.5.1   This plan should be reviewed for currency and accuracy every two years or in the event of significant structural or organisational change.

1.5.2   It is good practice to test the plan at regular intervals, i.e. annually, using a tabletop Business Continuity Exercise.

1.6 Business Continuity/Emergency Grab Bag

1.6.1 An emergency grab bag should be created to hold key information that will support the school in the event of an emergency/business continuity disruption.

1.6.2 Depending on the nature of the disruption, this pack should be kept in a location that can be accessed at all times. At Nunney First School this is the school office.

1.6.2 Suggested grab bag contents include:

Business Continuity	Printed copy of the CIMP plus spare hard copies of forms in Appendices
	Printed copy of key contact details e.g. Chair of Governors, parents, TPT (CEO and Business Director), Somerset County Council's Property Services, IT technicians, Trust Estates Manager, school meals provider
Organisational Information	Fire Risk Assessment, including site map and floor plans
	Printed copy of Asbestos Register
Staff Information	Staff contact details
	Staff's next of kin/emergency contact details
IT / Equipment Information	School telephone number (for phone diverts)
Equipment and Other Items	First Aid Kit
	Whistle
	Device with wireless connection
	Stationery including permanent markers, clipboards, pens, Blu-Tac, pins, pencils and notebook paper
	Hazard barrier tape
	Key to oil (kerosene) storage compound and plant room
	4 x Hi Vis jackets

1.6.3 Information that would previously have been included in the grab bag but is now available online/in the cloud/through the Trust Business Director includes:

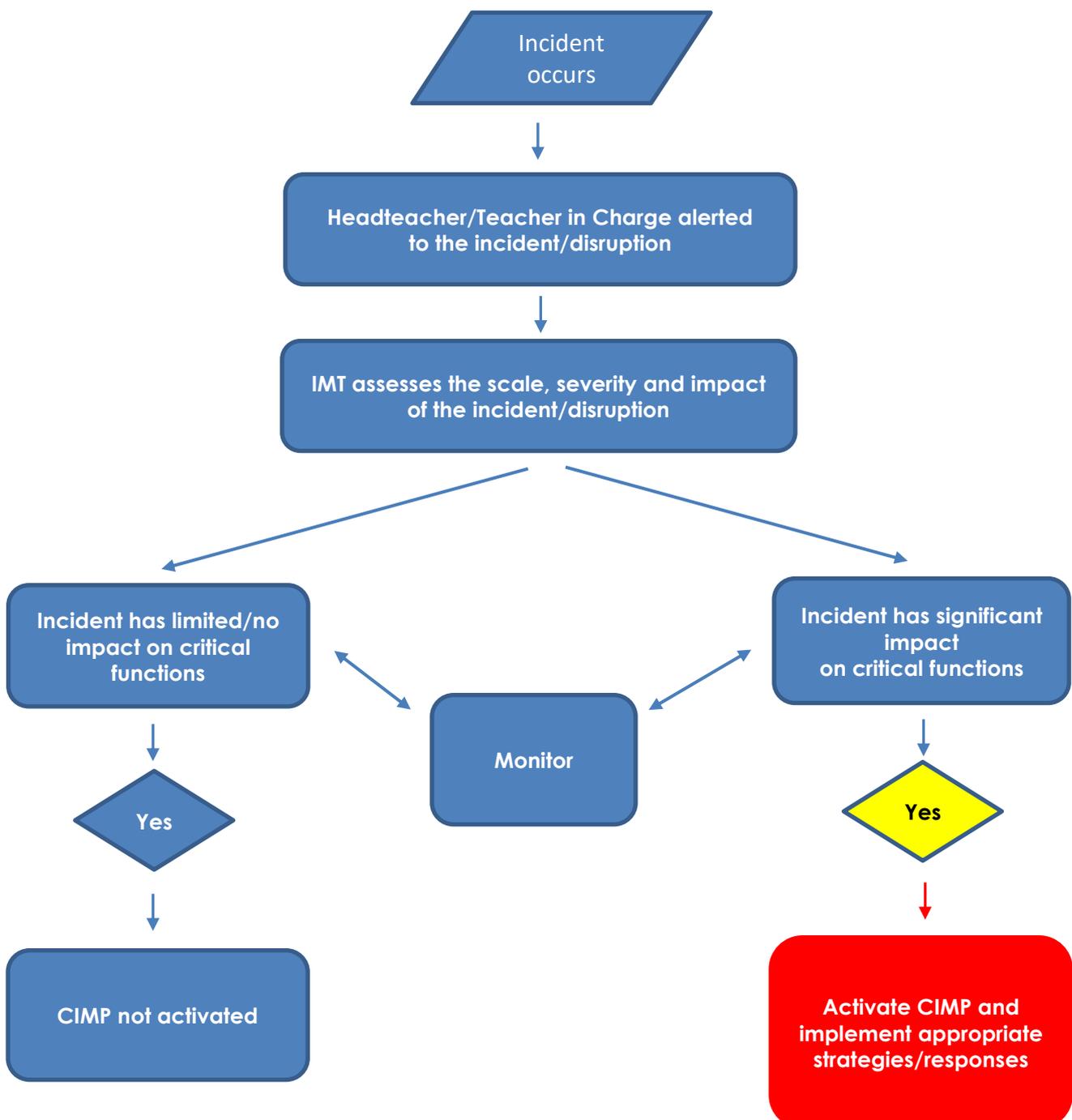|	
Organisation Information	School and Trust policies and procedures
	School's branding material and stationery
	School logo
	Asbestos Register
Financial Information	Bank, insurance details, payroll, etc.
	Invoices, purchase orders, etc.
	Financial procedures
	Asset Register
IT/Equipment Information	Software licence agreements and key codes/passwords
	Backup and data restoration routine

SECTION 2

2.   ACTIVATION

2.1 Circumstances

The CIMP will be activated in response to an incident causing significant disruption to the school, particularly the delivery of key/critical activities.

2.2 Responsibility for Activation

The responsibility for implementing the CIMP lies with the Headteacher or, if not available, the 'Teacher In Charge' at the time. The Headteacher and Teachers in Charge (two such part-time posts) form the Incident Management Team (IMT).
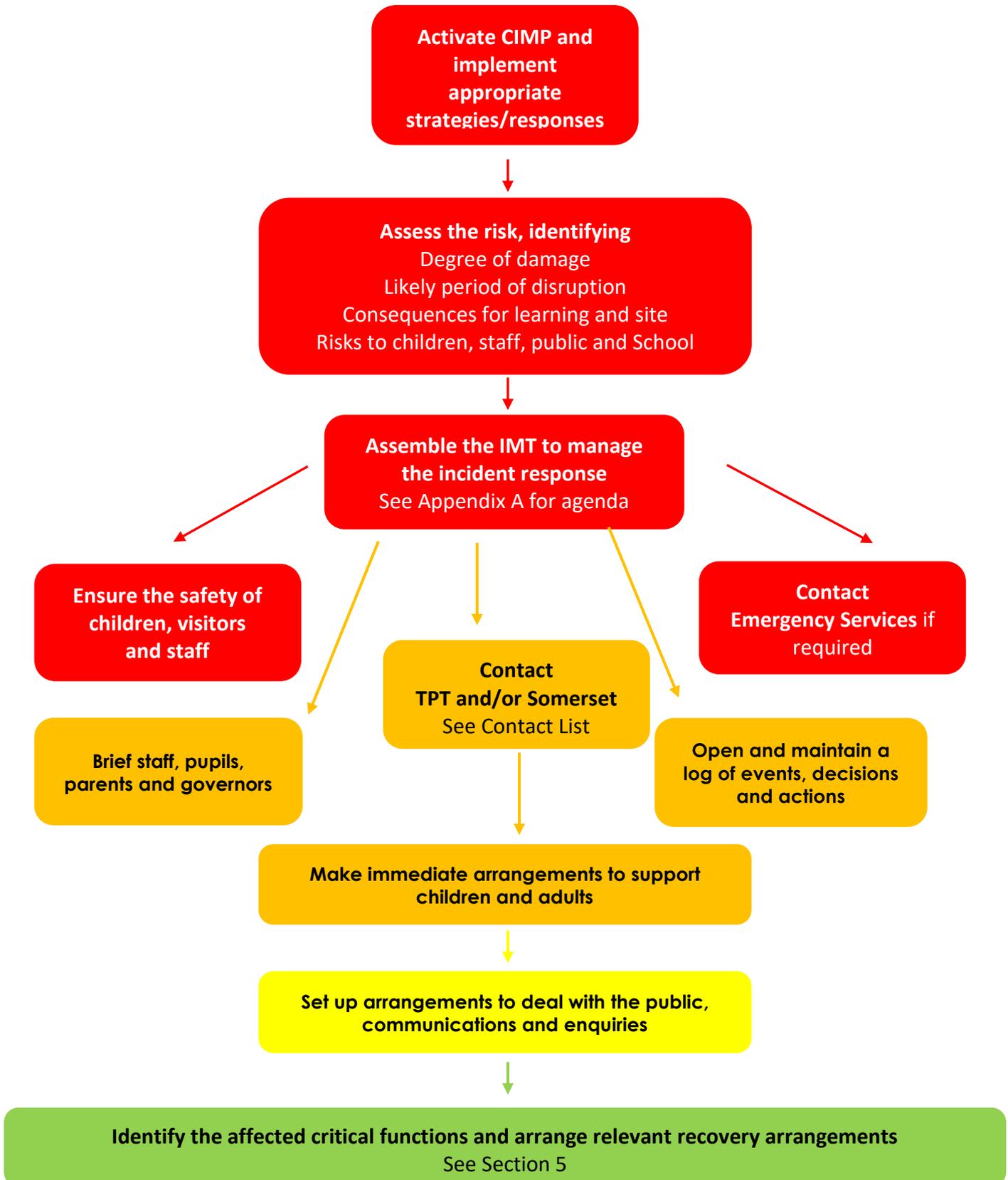
2.3 Activation Process

```
                        Incident
                         occurs
                            │
                            ▼
         Headteacher/Teacher in Charge alerted
                to the incident/disruption
                            │
                            ▼
         IMT assesses the scale, severity and impact
                of the incident/disruption
                      ╱            ╲
                     ╱              ╲
  Incident has limited/no          Incident has significant
    impact on critical      Monitor      impact
       functions                    on critical functions
          │                              │
          ▼                              ▼
         Yes                            Yes
          │                              │
          ▼                              ▼
   CIMP not activated           Activate CIMP and
                                implement appropriate
                                strategies/responses
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SECTION 3

3. IMPLEMENTATION

3.1 Incident Response

Upon activation of the CIMP, it is suggested that the following actions are taken.

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┌─────────────────────────────┐
│   Activate CIMP and         │
│   implement                 │
│   appropriate               │
│   strategies/responses      │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│   Assess the risk, identifying │
│   Degree of damage          │
│   Likely period of disruption │
│   Consequences for learning and site │
│   Risks to children, staff, public and School │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│   Assemble the IMT to manage │
│   the incident response     │
│   See Appendix A for agenda │
└─────────────────────────────┘
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Ensure the safety of children, visitors and staff

Contact TPT and/or Somerset See Contact List

Contact Emergency Services if required

Brief staff, pupils, parents and governors

Open and maintain a log of events, decisions and actions

Make immediate arrangements to support children and adults

Set up arrangements to deal with the public, communications and enquiries

Identify the affected critical functions and arrange relevant recovery arrangements
See Section 5

3.2 Roles and Responsibilities

3.2.1 The Headteacher, in conjunction with the IMT, will delegate Business Continuity Roles and Responsibilities. A guide to the roles and responsibilities required during a Critical Incident is described below.

Role	Responsibilities	Accountability/Authority
Headteacher	- Responsible owner of Critical Incident Management in the School - Ensuring the School has capacity within its structure to respond to incidents - Determining the School's overall response and recovery strategy	The Headteacher has overall responsibility for day to day management of the School, including lead decision maker in times of crisis.
Business Continuity Coordinator *Headteacher*	- Business Continuity Plan development - Developing continuity arrangements and strategies, e.g. alternative relocation site, use of temporary staff, etc. - Involving the School community in the planning process as appropriate - Plan testing and exercises - Conducting 'debrief' following an incident, test of exercise to identify lessons and ways in which the Plan can be improved - Training staff within the School on business continuity/critical incident management - Embedding a culture of resilience within the School, involving stakeholders as required	The Business Continuity Coordinator (BCC) reports directly to the CEO/Trust Business Director
Incident Management Team *IMT*	- Leading the School's initial and ongoing response to an incident - Declaring that an 'incident' is taking place - Activating the CIMP - Notifying relevant stakeholders of the incident, CIMP Activation and ongoing response actions - Providing direction and leadership for the whole School community - Undertaking response and communication actions as agreed in the CIMP - Prioritising the recovery of key activities disrupted by an incident - Managing resource deployment - Welfare of pupils - Staff welfare and employment issues	The IMT has the delegated authority to authorise all decisions and actions required to respond and recover from an incident

3.2.2 Other roles and responsibilities to be considered during the activation of the CIMP

Role	Responsibilities	Reports to/Actions
Record Keeper	- Records all key decisions and actions taken in relation to an incident	Headteacher/IMT
Media Coordinator	- Collates information about an incident for dissemination in press statements	CEO/Trust Business Director/Headteacher **but** does **not** make direct contact with the media.

Communication Coordinator	- Coordinates communication with key stakeholders, including
	  - LGB
	  - Parents
	  - TPT and/or Somerset
	  - External agencies, e.g. emergency services, H&S Competent Person
		All communications activities should be agreed by the IMT. Information sharing should be approved by the Headteacher or, if the Headteacher is unavailable, by one of the Teachers In Charge.

Trust Estates Manager	- Ensures site security and safety in an incident - Links with the IMT on any building/site issues - Liaises and works with any appointed contractors	Reports directly to the Headteacher or IMT
Trust IT Team	- Ensures the reliance of the School's IT infrastructure - Works with the Headteacher/Business Continuity Coordinator to develop proportionate risk responses	Reports directly to the Headteacher/IMT for CIMP development issues In response to an incident, reports to the IMT
Recovery Coordinator	- Leads and reports on the School's recovery process - Identifies lessons learned as a result of an incident - Liaises with the Headteacher/ BCC to ensure lessons are incorporated into CIMP development	Will be a member of the IMT Leads on recovery and resumption strategies Reports directly to the Headteacher and CEO

SECTION 4

4.   BUSINESS IMPACT ASSESSMENT

4.1   For the purpose of the CIMP, the strategic critical function of the school is stated as:

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

4.2   In the context of critical incident management, the following functions are intended to achieve the strategic aim.

4.3   Each activity has an associated 'Maximum Tolerable Period of Disruption' (MTPD) by which it should be resumed, some being more urgent than others. This period will determine the order in which activities are resumed.

4.4   There are certain critical times when the functions listed below would have greater impact.

Critical Function	Description	MTPD
Examinations	Providing staff and facilities to enable children to sit statutory examinations	1 day
Teaching Staff	The provision of suitably qualified teaching staff to deliver the National Curriculum	1 week
Support Staff	The provision of suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services	2 weeks
Safe and Secure Premises	The provision of suitable, safe and secure accommodation to enable the delivery of education and to meet Duty of Care and Health & Safety requirements etc.	1 week
Utilities – Gas	The supply of oil (kerosene <u>and</u> butane) to enable the heating of premises (October – April inclusive)	1 week
Utilities – Water	The supply of water for drinking and general usage, including flushing of toilets, washing of hands, preparation for serving meals etc.	3 hours
Utilities – Electricity	The supply of electricity to enable IT systems to run and lighting of premises	3 hours
	The supply of electricity to power systems, e.g. heating in cold weather	3 hours to 1 week
Provision of IT on site	The provision of IT to deliver education	2 weeks
	The provision of IT to enable the establishment to run smoothly	1 week
Maintenance of suitable records	The recording of information in relation to staff/pupils and general administrative functions within the establishment	2 weeks
Keeping pupils' work	The creation and safekeeping of pupils' work, including electronic documentation	1 month
Cleaning	The provision of suitable number of cleaners to carry out general cleaning such as toilets, waste collection and removal	1 week
Refuse collection	The term-time provision of waste collection to maintain hygiene and fire safety requirements	2 weeks

SECTION 5

5.   POTENTIAL DISRUPTIONS

5.1   Loss of Premises

5.1.1   Loss of Premises may result from fire, flood, loss of essential utilities or the building being within an area cordoned off by emergency services. This may occur during schools hours, necessitating an evacuation, or during non-school hours, preventing staff and pupils' access to the building.

5.1.2   It is a critical function of the School to provide suitable, safe and secure accommodation to enable the delivery of education and to meet Duty of Care and Health & Safety requirements etc. Risks and workarounds should include all relevant information that would assist with recovery from a Loss of Premises incident.

5.1.3   In case of an enforced closure, links to remote learning, online educational and paper-based services provide methods for providing continuation of educational provision.

5.1.4   The School will maintain contact with the Trust, Somerset and LGB to help identify suitable working processes and possible alternative accommodation, which may need to be sought/implemented in cases where the building is uninhabitable for more than one week.

Risk	Critical Incidents	Potential workarounds	Useful contacts
Complete loss of site	- Fire - Structural collapse - Disturbance of asbestos	ALTERNATIVE SITES Longer term 1. Oakfield/Selwood Academies Short term 2. Nunney Village Hall ALTERNATIVE PROVISION Modular classrooms on Nunney School site	- TPT - Somerset Property Services - Nunney Village Hall Committee
Partial loss of site	- Fire - Structural collapse - Dangerous occurrence	- Utilise library/main hall - Marquee on the school field (seasonal dependent)	- TPT - Somerset Property Services - Nunney marquee hire company
Temporary loss of premises, e.g. utility failure, major/fatal incident	- Disturbance of asbestos - Death - Fire - Flood	- Remote learning pending provision of temporary/alternative accommodation	- TPT - Somerset Property Services

5.2 Loss of Staff

5.2.1 The most likely scenarios involving a significant loss of staff are industrial action, fuel shortages, outbreak of disease (e.g. COVID-19, Pandemic influenza) and severe weather. In all of these events, there is likely to be a period of notice in which arrangements may be made to mitigate the effects.

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

5.2.3 It is also important to consider 'Single Points of Failure', i.e. admin staff, premises staff, etc.

Risk	Consequences and Considerations	Potential workarounds	Useful contacts
Infections, e.g. D&V	- Significant numbers of staff absent affecting delivery of the curriculum	- Alternative teaching arrangements, e.g. remote - Temporary cover, e.g. supply teachers - Hygiene precautions, including possibility of full/ partial closure of site	- Public Health England - Supply agencies
Pandemics, e.g. COVID-19, flu	- Significant numbers of staff absent due to sickness, affecting delivery of the curriculum - Pandemics generally occur in two waves – 3 to 9 months apart with each wave lasting about 12 weeks - Staff may also be absent to care for sick relatives and for childcare reasons	- Alternative teaching arrangements, e.g. Zoom/ Teams, remote learning - Temporary cover, e.g. supply teachers - Reduction in impact by use of 'Bubbles', infection control measures etc.	- Public Health England - Supply agencies
Transport problems, e.g. fuel crisis	- Staff unable to access public transport - Staff unable to access fuel for vehicles	- Alternative teaching arrangements e.g. Zoom/ Teams, remote learning - Temporary cover e.g. local supply teachers - Alternative teaching arrangements e.g. car-sharing, active travel	- National/local news - TPT - Somerset - Online websites
Industrial Action	- Significant numbers of specific staff affecting delivery of the curriculum - Partial closure due to staff shortages	- As far as possible, without attempting to influence staff members' legal rights to take industrial action, managers should try to estimate in advance the proportion of staff who may be available to work in order to delivery learning opportunities in accordance with priorities	- TPT - Somerset - Advice from Trade Unions

Severe / Adverse Weather	- Employees are expected to make all efforts to reach their usual place of employment, provided they can do so safely without putting themselves or others at risk	- Pre-identified decision process (see 'Severe Weather: Guidance') - Utilise available staff to create manageable learning groups - Utilise staff employed at other TBMPT schools who live locally - Remote learning	- Staff contacts - Chair of Governors - TPTT

5.3   Failure of IT systems / Data / Telephony

5.3.1   Failure of IT systems could be caused by a variety of factors such as fire, flooding, power failure, cyber-attack etc.

5.3.2   IT equipment should be resilient, e.g. uninterruptible power supplies.

Risk	Critical Systems, Consequences and Considerations	Potential workarounds	Useful contacts
Failure of IT systems	- Information Management Systems, e.g. finance, admin, HR - School network - Email – Microsoft - Wireless connectivity - Staff saving items on personal drives/ desktops - Viruses/malware etc. - Loss of power - TOTAL LOSS	- Finance – PFS is cloud based – TPT has access - SIMS – hosted by SCOMIS - Network – cloud based via SWGfL - Email supplemented by texting/telephones - Daily backups support restoration of data from cloud-based locations - Class-based/admin machines are hardwired - System management prevents staff from saving to the C drive and desktop - Hard copies of essential documents - Remote working – systems accessible online from other devices - Teachers include contingencies in their planning	- TPT IT Team - SWGfL - PFS - SCOMIS
Data Protection Breach	- Loss of essential data - Loss of identifiable/personal data - Substantial fines - Reputational damage - Use of Data Protection Impact Assessments	- Staff training - Fit for purpose working habits	- TPT - DPO iWest - ICO
Loss of Landline	- School cannot be contacted by external callers e.g. parents, agencies	- School mobile - Personal mobiles (numbers withheld) - Class Dojo - Texting service - Email	- BT - Protel - Teachers 2 Parents
Loss of filtering	- Safeguarding and child protection issue	- Restrict use of internet until filtering is reapplied	- SWGfL - TPT IT Team
Offsite loss	- Encrypted logins/equipment	- Ensure details of passwords etc. are kept secure	- TPT IT Team

5.4   Loss of Non-Electronic Pupil / Staff / Identifiable Data
5.4.1 Loss of paper records could be caused by a variety of reasons, e.g. fire, flooding, theft, power cut, etc.

Risk	Critical Data, Consequences and Considerations	Potential workarounds	Useful contacts
Fire / Flood / Onsite theft	- Paper copies of documents, e.g. reports, letters - Loss of identifiable data	- Final copies of some documents e.g. annual reports, healthcare professionals, premises maintenance etc. are stored electronically - Letters to/from parents/agencies are scanned and stored electronically - Parents have been given originals for their retention	- Trust Business Director - TPT IT Team - Health professionals - ICO
Offsite theft	- Paper copies of documents, e.g. reports, letters - Loss of identifiable data - Identifiable data should not be taken off site unless essential and returned to school the next day - Staff ensure that data is stored securely e.g. not left in cars	- Refer to electronic copies	- Trust Business Director - TPT IT Team - ICO

5.5   Loss of Utilities
See Appendix A for contractor and supplier contact information

Risk	Critical Systems, Consequences and Considerations	Potential workarounds	Useful contacts
Electricity / Oil	- Heating system - Hot water system - Intruder alarm – battery back up - Emergency lighting – battery back up - Minimum room temperatures of 17˚C needs to be maintained	- Access standalone heaters through Somerset/ Trust - Children bring packed lunches - Food provided by another school kitchen - Remote learning	- Somerset Property Services - TPT
Water	- Supply of drinking water - Sewerage - Catering	- Request bottled water - Hire of portable toilets - Ask parents to send children with additional drinks	- Bristol Water - Wessex Water - DynaRod - Parents

5.6   Infection Control
This could involve clusters/spikes in notifiable infections / diseases with or without prior notice.

Risk	Critical Impact	Potential workarounds	Useful contacts
Pandemics **Significant clusters / spikes of common viruses / diseases amongst pupils and staff**	- Interruption to teaching and learning - Continuing / escalating cross-infection - Loss – temporary/permanent of staff - Partial/full closures - Mental wellbeing	- Remote learning - Remote working - Partial school closures	- PHE - DfE - Health & Safety Executive - TPT - H&S One Stop Shop - RIDDOR reporting

5.7   Terrorism

Risk	Critical Impact	Potential workarounds	Useful contacts
On site event	- Loss/injury to persons - Loss/damage to premises	- See 5.1 to 5.5 - Remote working - Partial closure	- Emergency Services - TPT - Somerset County Council
Offsite event	- Loss/injury to persons	- Follow security advice for offsite visits	- Emergency Services - TPT - Somerset County Council

EXTERNAL CONTACT INFORMATION – Suppliers and Contractors <mark>Information redacted for data protection purposes</mark>

Organisation	Purpose	Contact name	Contact Information			
			General	Emergency	email	Website
SSE (Support Services for Education)	Asbestos	Property Repair Line	01823 355 358			
SCOMIS (SIMS)	School Information Management	Helpdesk	01392 385300		scomis@devon.gov.uk	www.devon.gov.uk/scomis
NatWest	Bank Account					
Coomber Fire & Security	Intruder alarm		01823 282 888	Out of hours	info@coombersecurity.com	https://coombersecurity.com/
Coomber Fire & Security	Fire alarm		01823 282 888	Out of hours	info@coombersecurity.com	https://coombersecurity.com/
Water2Business	Water supply		0345 600 2 600	Sewerage – Wessex Water Fresh Water – Bristol Water	https://www.water2business.co.uk/contact-us	https://www.water2business.co.uk
EDF (from 1st April 2021)	Electricity		0333 200 5103			https://www.edfenergy.com/sme-business
SouthWest Gas	Oil Boilers		877 860 6020	911 877 860 6020		
SouthWest Gas	Gas Convector Heaters		877 860 6020	911 877 860 6020		
Lanier	Photocopiers		01934742184		support@laniersouthwest.co.uk	www.laniersouthwest.co.uk
Wavenet	Telephone		0333 234 0011		Customer.services@wavenetuk.com	www.wavenet.com
Fosse Way Kitchen	School Meals					

INCIDENT MANAGEMENT TEAM AGENDA

1.   Background and Situation Report as known (Chair)

2.   Updates and actions:

Premises
- Current state
- Critical items recovered/still in situ
- Estimate of return

Welfare (staff, visitors, clients)
- Confirm all persons accounted for
- Current arrangements for retaining staff
- Outstanding welfare issues

Communications
- Message given out to staff
- New contact number for public
- Public message via CEO of The Partnership Trust
- Brief for Somerset/H&S/IT
- Collect contact numbers for team members

Continuity and Recovery
- Critical services affected
- Options to work around disruption
- Resources shortfall
- Alternative premises identified (if applicable)

3.   Date/Time of next meeting

INCIDENT LOG FORM

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

Signature of IMT Lead		
Headteacher's Signature		
Chair of LGB		

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Staff Contact Information – The Partnership Trust   <mark>**Information redacted for data protection purposes**</mark>

Name	Role	Telephone	email
Emily Massey	CEO		
Suzy Dinning	Trust Business Director		
Andy Sellars	Trust Estates Manager		
Sue Heal	Trust Leadership Partner		
Sarah Savage	Trust Director of School Improvement		

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Staff Contact Information – Incident Management Team <mark>**Information redacted for data protection purposes**</mark>

Name	Role	Address	Telephone	email
Sue Heal	Headteacher			
Alison Heal	Teacher In Charge			
Beth Baxter	Teacher In Charge			
Rachael Logan-Thomas	Admin Assistant			
Pauline Andrews	HLTA/School Site Expert			
Tina Garrod	Cleaner/Caretaker			
Ray Jones	Acting Chair of Governors			