Riverside School

EMERGENCY CONTINUITY PLAN

This policy was approved at Meeting No 6 of the Governing Board on:
25 March, 2021

(Plan to be reviewed annually).

Next review date – Meeting No 6, 2022

For the period March 2020 to the present, this Plan must be referenced alongside (see page 25):

- **Covid-19 Risk Assessments (Main School and Learning Centre, both updated 22/01/2021)**

- **Contingency Plan for Remote Learning (17/09/2020)**

- **Safeguarding and Student Protection Policy: Covid-19 Addendum (14/05/2020)**

Also:

- **Health & Safety Policy (14/03/2019)**
- **Fire Safety Policy (14/05/20)**
- **Asset Management Policy (30/01/2020)**

Table of Contents

1.0 About this Plan

1.1 Document Control

Date	Revision/Amendment Details & Reason	Author
October 2016	First draft	Martin Doyle/Headteacher
February 2018	Reviewed	Martin Doyle/Headteacher
12 March 2018	Approved	Governing Board

1.2 Plan Purpose

To provide a flexible response so that Riverside School can:

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

1.3 Plan Remit

The following school functions are covered by this Plan:

- Teaching, school administration, catering, out of hours clubs, day & residential trips.

The Plan covers the whole school site, including all classrooms and internal space, all outdoor areas within the boundaries of the school premises, and off-site provisions when Riverside students are visiting.

1.4 Plan Owner

The headteacher Martin Doyle is this Plan's Owner and is responsible for ensuring that it is maintained, exercised and updated in accordance with School Policy for reviewing Emergency continuity and emergency response plans.

1.5 Plan Distribution

This Emergency Continuity Plan is distributed as follows:

NAME	ROLE	ISSUE DATE
Martin Doyle	Headteacher	15/03/2018
Nigel Cushion	Deputy Head	15/03/2018
Kelly Whiting	Deputy Head	15/03/2018
Deborah Shallow	Bursar	15/03/2018
Kirstie Watkins	Chair of Governors	15/03/2018
Lucy Woods	Chair of Resources Committee	15/03/2018
Derek Martin	Campus Facilities Manager	15/03/2018

1.6 Plan Storage

All parties on the distribution list, see above, are required to safely and confidentially store a copy of this plan at their regular place of work and electronically.

1.7   Plan Review Schedule

This Plan will be updated as required and formally reviewed annually.

2.0 Plan Activation

2.1 Circumstances

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

Examples of circumstances triggering activation of this Plan include:

- Loss of key staff or skills e.g. above normal levels of absenteeism due to illness or other scenarios such as severe weather, transport disruption
- Loss of critical systems e.g. ICT failure, power outage
- Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, or vandalism; an external emergency with the School in the Emergency Service's cordon preventing access, severe weather scenarios or utilities failure
- Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical school activity such as the IT or catering provider or providers of transport.
- Other catastrophic incidents on the school site or outside school resulting in the death of a teacher or Student.

2.2 Responsibility for Plan Activation

A member of the nominated School Incident Management Team will activate and stand down this Plan.

2.3 Escalating a Serious Incident

All serious incidents should be reported to the Major Incidents/Major Emergencies Helpline at London Borough of Haringey on 020 8489 0000 (Office Hours and Out of Hours, including weekends).

If the incident is deemed to be of a 'critical' nature, the Critical Incident Plan will be activated and other Council Services and partner agencies will be notified to respond as appropriate (e.g. communications experts, public relations), and a LBH support team as appropriate. Full details including contact details are included in the plan in the relevant section.

Staff should be informed that they should not talk to the media and if necessary contact the LBH Public Relations team who will deal with all enquiries.

2.4 Activation Process

Incident occurs

School Incident Management Team (SIMT) alerted to the incident ·······> If unavailable, an appropriate Deputy should be alerted

Steps taken to assess the scale, severity and impact of the incident

Incident has little or no impact on critical functions <──> **Monitor situation** <──> **Incident has significant impact on critical functions**

Yes

Yes

Continuity Plan not activated

Activate Continuity Plan and utilise appropriate business continuity strategies

Ensure key decisions and actions are logged

Inform key stakeholders of plan activation and undertake appropriate communication actions

Incident Management Actions

Business Continuity Actions

Recovery and Resumption Actions

TIME   TIME   TIME   TIME   TIME

3.0 Roles and Responsibilities

3.1 School Incident Management Team

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

Name	Role	Contact Details (delete/amend as necessary)
Martin Doyle	Headteacher	Mobile Number: 07523 207 193
Deborah Shallow	Office Manager	Mobile Number: 07956 238 647

Name	Role	Contact Details
Nigel Cushion	Deputy Head	Mobile Number: 07412 542 872
Kelly Whiting	Deputy Head	Mobile Number: 07891 113 737
Derek Martin	Campus Facilities Manager	Mobile Number: 07949 098 702

Role	Responsibilities	Accountability / Authority
Headteacher Martin Doyle	- Senior Leader responsible for Emergency Continuity Management in the School - Emergency Continuity Coordinator - Ensuring the school has capacity within its structure to respond to incidents - Determining the school's overall response and recovery strategy - Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc - Involving the school community in the planning process as appropriate - Plan testing and exercise - Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved - Training staff within the school on Emergency Continuity - Embedding a culture of resilience within the school, involving stakeholders as required	The Headteacher has overall responsibility for day-to-management of the school, including lead decision-maker in times of crisis. *(Deputies statutorily deputise in the absence of the headteacher).*
School Incident Management Team *(taking action under the direction of the headteacher or deputising deputies)*	- Leading the school's initial and ongoing response to an incident - Declaring that an 'incident' is taking place - Activating the Emergency Continuity Plan - Notifying relevant stakeholders of the incident, plan activation and ongoing response actions - Providing direction and leadership for the whole school community - Undertaking response and communication actions as agreed in the plan - Prioritising the recovery of key activities disrupted by the incident	The School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

| | ▪ Managing resource deployment
▪ Welfare of students
▪ Staff welfare and employment issues | |

3.2 Additional Response and Recovery Roles

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

Role	Responsibilities	Accountability / Authority
Incident Loggist (record keeper)	▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately.	Reporting directly to the headteacher or School Incident Management Team.
Media Manager	▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with LBH Press Office to inform media strategy	The Media Co-ordinator should assist with providing information to the Press Office but should not undertake direct contact with Media.
Stakeholder Liaison	▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all): o Governors o Parents/carers o Key LBH Services o School Crossing Patrol o School Transport Providers o External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc	All communications activities should be agreed by the School Incident Management Team. Information sharing should be approved by the headteacher (or School Incident Management Team if the headteacher is unavailable).
Campus Facilities Manager	▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the School Incident Management to advise on any issues relating to the school physical infrastructure ▪ Lead point of contact for any contractors who may be involved in incident response	Reporting directly to the headteacher or School Incident Management Team.
ICT Coordinator	▪ Ensuring the resilience of the School's ICT infrastructure ▪ Liaison with LBH ICT support or external providers (if applicable) ▪ Work with the Emergency Continuity Coordinator to develop proportionate risk responses	ICT Coordinator reports directly to the Emergency Continuity Coordinator for plan development issues. In response to an incident, reporting to the School Incident Management Team.

Recovery Coordinator	• Leading and reporting on the School's recovery process • Identifying lessons as a result of the incident • Liaison with Emergency Continuity Coordinator to ensure lessons are incorporated into the plan development	Is likely to already be a member of the School Incident Management Team, however will remain focussed on leading the recovery and resumption phase. Reports directly to Headteacher.

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

Name	Role	Contact Details
Jo Ferry	Team Spirit After-School and Holiday Clubs Coordinator.	Mobile Number: 07950 930 708

3.3 The Role of Governors

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

4.0 Incident Management

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

4.1 Purpose of the Incident Management Phase

The purpose and priorities for this phase are to:

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

4.2 Incident Management Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
1.	Make a *quick* initial assessment: ▪ Survey the scene ▪ Assess (i.e. scale/severity, duration & impact) ▪ Disseminate information (to others)	Gather and share information to facilitate decision-making and enhance the response *A full impact assessment form can be found in Appendix A*	☐
2.	Call the Emergency Services (as appropriate)	**TEL: 999** Provide as much information about the incident as possible	☐
3.	▪ Evacuate the school building, if necessary. ▪ Consider whether it may be safer or better for the welfare of students to stay within the school premises and congregate at a relative place of safety indoors. ▪ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical school activities ▪ Notify relevant stakeholders of site evacuation	▪ Use normal fire evacuation procedures for the School ▪ If the decision is to stay within the school, ensure the assembly point is safe and take advice from Emergency Services as appropriate	☐
4.	Ensure all students, staff and any school visitors report to the identified Assembly Point.	The normal **Assembly poi**nt for the school is: rear pathway outside Woodside Sports Hall. The **alternative Assembly Point** for the school is: Rugby field adjacent to Sports Hall.	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
5.	Check that all students, staff, contractors and any visitors have been evacuated from the building and are present. Consider the safety of all students, staff, contractors and Visitors as a priority	Student attendance registers and visitor/contractor signing in book (as per Fire procedures)	☐
6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	☐
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	☐
8.	Identify School Incident Management Team to undertake specific emergency response roles	*Information on roles and responsibilities can be found in Section 3.0*	☐
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	*The Log template can be found in Appendix A*	☐
10.	Where appropriate, record names and details of any staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping	This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident	☐
11.	▪ Take further steps to assess the impact of the incident ▪ Agree response / next steps	Continue to record key decisions and actions in the incident log *The impact assessment form can be found in Appendix B.*	☐
12.	Log details of all items lost by students, staff, visitors etc as a result of the incident, if appropriate	*A form for recording this information is in Appendix C*	☐
13.	Consider the involvement of other teams, services or organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance	Depending on the incident, the following Teams in LBH Children and Young People's Services may be approached to assist with incident management: ▪ Planning and Accommodation Support Service ▪ Social Services Disabled Children's Team	☐
14.	If appropriate, arrange contact with the LBH press office	Establish a media area if necessary.	

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
15.	Assess the key priorities for the remainder of the working day and take relevant action	Consider actions to ensure the health, safety and well-being of the school community at all times. Consider your Emergency continuity strategies i.e. alternative ways of working, re-location to your recovery site etc to ensure the impact of the disruption is minimised. *Emergency Continuity Strategies are documented in Section 5.3* Consider the school's legal duty to provide free school meals and how this will be facilitated, even in the event of emergency school closure.	☐
16.	Ensure staff are kept informed about what is required of them	Consider: ▪ what actions are required ▪ where staff will be located ▪ Notifying Staff who are not currently in work with details of the incident and actions undertaken in response	☐
17.	Ensure students are kept informed as appropriate to the circumstances of the incident	Consider communication strategies and additional support for Students with special needs. Consider the notification of Students not currently in School (e.g. using text message, via web site/e mail)	☐
18.	Ensure parents are kept informed as appropriate to the circumstances of the incident. Parents of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date.	Agree arrangements for parents collecting Students at an appropriate time Consider how emergency communication needs will be established e.g. phone lines, answer machine message, website update, text messages	☐
19.	Ensure Governors are kept informed as appropriate to the circumstances of the incident	Communication by mobile phone/web site/e mail	☐
20.	Consider the wider notification process and the key messages to communicate	Local radio stations may be useful in broadcasting key messages	☐
21.	Communicate the interim arrangements for delivery of critical school activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate, including any contractors, suppliers or external services as well as all staff not in school. Text message/web site.	☐

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	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
22.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident *The Financial Expenditure Log can be found in Appendix D*	☐
23.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance currently in place with LBH - Policy details can be found at Appendix K	☐
24.	Ensure recording process in place for staff/students leaving the site	Ensure the safety of staff and Students before they leave site and identify suitable support and risk control measures as required	☐

5.0 Emergency Continuity

5.1 Purpose of the Emergency Continuity Phase

The purpose of the Emergency continuity phase of our response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption.

This may involve activation of one or more of your Emergency continuity strategies to enable alternative ways of working.

During an incident it is unlikely that we will have all of our resources available to - it is therefore likely that some 'non-critical' activities may need to be suspended at this time.

Data storage

Essential data is stored on high capacity devices and encrypted. The school's Media Manager keeps the devices in a fire proof safe off-site more than one Kilometre from the school.

A reciprocal arrangement is in place for The Willow to store data at Riverside.

5.2 Emergency Continuity Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
1.	Identify any other stakeholders required to be involved in the Emergency Continuity response	Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities, this may require the involvement of external partners	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*

2.	Evaluate the impact of the incident	Take time to understand the impact of the incident on 'Emergency as usual' School activities by communicating with key stakeholders to gather information.
		
		Consider the following questions:
		▪ Which School activities are disrupted?
		▪ What is the impact over time if these activities do not continue?
		▪ Would the impact be:
		    ○ Manageable? ☐
		    ○ Disruptive? ☐
		    ○ Critical? ☐
		    ○ Disastrous? ☐
		▪ What are current staffing levels?
		▪ Are there any key milestones or critical activity deadlines approaching?
		▪ What are your recovery time objectives?
		▪ What resources are required to recover critical activities?
			☐

3.	Plan how critical activities will be maintained, utilising pre-identified or new Emergency continuity strategies (See Section 5.3)	Consider:
		    ▪ Immediate priorities
		    ▪ Communication strategies
		    ▪ Deployment of resources
		    ▪ Finance
		    ▪ Monitoring the situation
		    ▪ Reporting
		    ▪ Stakeholder engagement
		Produce an action plan for this phase of response.
			☐

4.	Log **all** decisions and actions, including what you decide **not** to do and include your decision making rationale	Use the Decision and Action Log to do this. *The log template can be found in Appendix A*	☐
5.	Log all financial expenditure incurred	*The Financial Expenditure Log can be found in Appendix D*	☐
6.	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	☐
8.	Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Parents, Governors, Suppliers, LBH, central Government Agencies etc.	☐

5.3 Emergency Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	
2.	Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities, this may involve identifying deputies, job shadowing, succession planning and handover periods for planned (already known) staff absence e.g. maternity leave	Staff performance review process
3.	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, Student Teachers, Learning Mentors etc • Virtual Learning Environment opportunities • Pre-prepared educational materials that allow for independent learning • Team activities and sports to accommodate larger numbers of Students at once •	
4.	Suspending 'non critical' activities and focusing on your priorities	
5.	Using mutual support agreements with other schools	
6.	Ensuring staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	

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

	Arrangements to manage loss of technology / telephony / data / power	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Back–ups of key school data e.g. CD or Memory Stick back–ups, photocopies stored on and off site, mirrored servers etc	Atomwide LGFL – offsite remote back up: tel 020 8 55 55 55. Finance support: SMS 07954 217 421 (Jay Patel)
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc	
3.	Flexible lesson plans	
4.	Emergency generator e.g. Uninterruptible Power Supply (UPS)	Not currently available
5.	Emergency lighting	Subject to regular testing

	Arrangements to mitigate the loss of key suppliers, third parties or partners	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Pre-identified alternative suppliers	Many services procured via LBH (e.g. catering services); currently gas, electric and water from Woodside contract
2.	Ensuring all external providers have Emergency continuity plans in place as part of contract terms	ICT Education – Emergency continuity plan to be provided to school
3.	Insurance cover	Provided via LBH

	ACTION		
4.	Using mutual support agreements with other schools		
5.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	Remote working; delivery of work via virtual learning environment	

6.0 Recovery and Resumption

6.1 Purpose of the Recovery and Resumption Phase

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

6.2 Recovery and Resumption Actions

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

Log of Events, Decisions and Actions

	Content	Page No.
A	Log Template	
B	Impact Assessment Form	
C	Lost Property Form	
D	Financial Expenditure Log	
E	Contents of Emergency Box / 'Grab bag'	
F	Risk Identification, Evaluation and Management Matrix	
G	Incident Management Decision-Making Tool	
H	Staff Contact List	
I	Key Contacts List	
J	School Site Plan	
K	Insurance Details	

Completed by		Sheet Number	
Incident		Date	
Time	**Log Details**		
24hr clock			

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

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

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

Appendix C

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

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

Appendix D

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

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

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

IDENTIFYING, EVALUATING AND MANAGING RISKS

GUIDANCE FOR COMPLETING THE RISK MATRIX:

LEGEND	
I	Impact
P	Probability
I x P	Risk Rating

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

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

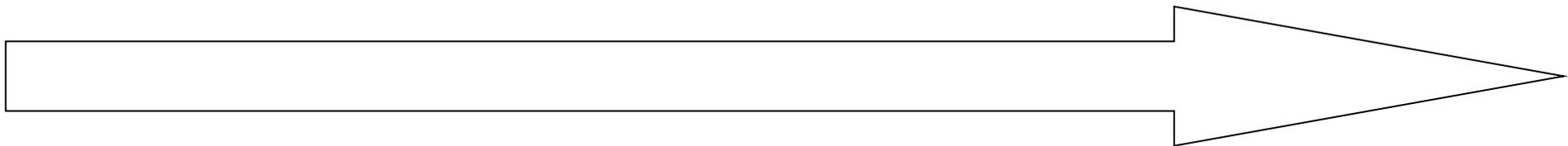| Probability (or Likelihood)	
Description	**Indicators**
5 (Very Likely)	The risk *will* emerge
4 (Likely)	The risk *should* emerge
3 (Unlikely)	The risk *could* emerge
2 (Very Unlikely)	The risk is *unlikely* to emerge
1 (Impossible)	The risk *will not* emerge

Sample School Risk Assessment (partially complete)

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.	**Pandemic or epidemic e.g. influenza virus, meningitis**	**5**	**5**	**5**	**Covid-19 Risk Assessments (Main School and Learning Centre, both updated 22/01/2021)** **Contingency Plan for Remote Learning (17/09/2020)** **Safeguarding and Student Protection Policy: Covid-19 Addendum (14/05/2020)**		**Martin Doyle/ Headteacher**
2.	Severe weather events e.g. high winds, snow, heat wave, drought						
3.	Power outage						
4.	Utilities disruption e.g. gas, electricity or water supply						
5.	Telephony failure						
6.	Fire affecting the School premises						

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

Critical Incident Decision-Making Tool

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

KEY CONTACTS LIST

Name	Role	Contact Details
Martin Doyle	Headteacher	Mobile Number: 07532 207 193
Deborah Shallow	Office Manager	Mobile Number: 07956 238 647

Nigel Cushion	Deputy Head	Mobile Number: 07412 542 872
Kelly Whiting	Deputy Head	Mobile Number: 07891 113 737
Derek Martin	Campus Facilities Manager	Mobile Number: 07949 098 702

Kirstie Watkins	Chair of Governors	Mobile Number: 07742 287 315
Carlos Montes	Media Manager	Mobile Number: 07760 310 758
Zoolander Oloka	Disabled Children's Team Manager	Mobile Number: 07958 326 453
Jay Patel	School Finance Support	Mobile Number: 07954 217 421
Ann Graham	LA Director of CYPS	Number: 020 8489 0000
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Hospital – nearest A&E	North Middlesex Hospital	Number: 020 8887 2398 2544