



Beamont Collegiate Academy

Critical Incident Management Plan

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Signature of Chair to the Governing Body	S Whatmore
Signature of Academy Principal	G Harris
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CONTENTS

Section 1	Introduction to the Critical Incident Management Plan (CIM Plan) & the purpose of Critical Incident Management (CIM)
Section 2	Critical incident contact list
Section 3	How the CIM Plan will be managed
Section 4	CIM team
Section 5	(separate appendices) Checklist of actions to be taken at the time of critical incidents
Section 6	Business Continuity - actions to be taken to recover from a critical incident

SECTION 1

INTRODUCTION TO THE CRITICAL INCIDENT MANAGEMENT PLAN

Beamon Collegiate Academy (BCA) is familiar with dealing with minor incidents and individual problems. However, some occurrences may be more serious and potentially overwhelming for staff, students and other stakeholders and we must have special measures for dealing with them.

Regulation 8 of the Management of Health and Safety at Work Regulations 1999 requires employers to provide employees with information on procedures to be followed in the event of danger or threat of danger.

The types of incident which may require such special measures include:

- a) Death of a student or staff member including suicide.
- b) Serious injury or death of a student/s or member of staff whilst on BCA business or educational visits
- c) Criminal activity effecting student/s or staff either on site or on BCA business or educational visits Including abduction, serious assault or murder.
- d) The consequences of terrorism on site or bomb threat in the local area or effecting educational visits.
- e) Major arson attacks or fire.
- f) Death or serious illness relating to infectious diseases.
- g) Epidemic/Pandemic
- h) Natural incident (such as weather/flooding) or other major incident such as chemical or other contaminates or fire in the local community or adverse weather.
- i) Serious disruption, caused by on/off site works, utilities or IT system (including, cyber-attack).
- j) Intruder on site/civil disturbance/aggression or violence in the Academy community.
- k) Unfavourable media or social attention and reputational damage.

This is not an exhaustive list, but it serves to indicate the nature of occurrences which may require special management measures.

Priorities

It is understandable that, when faced with traumatic situations, staff may have difficulty in thinking clearly and quickly, so the following procedures are designed to help reduce stress and provide guidance. However, the radical differences between potential incidents dictate that the guidance is not treated as prescriptive.

In the event of a critical incident occurring, the general priority given to its management should be:

- The health, safety and security of individuals involved
- Avoidance of secondary consequences
- Communication with key BCA/TCAT stakeholders
- Communication with parents and others involved
- Clarification of the facts and consequences of the matter
- Issuing realistic, truthful and unembellished statements to the media

- Preservation of BCA/TCAT reputation
- Planning for further and future action

THE PURPOSE OF CRITICAL INCIDENT MANAGEMENT (CIM)

Incidents are difficult to prevent but by anticipating their effects and putting in place a carefully prepared recovery plan, the damage and disruption can be minimised.

The plan describes the manner in which the Academy will respond to incidents. This plan is an integral part of the overall risk management process operated by the Academy. It is reviewed annually before approval by the Governors.

The plan provides a framework for taking the Academy through the process of:

- Implementing immediate actions to ensure the safety of students, staff and visitors, including evacuation and treatment of casualties, liaison with emergency services, notification to families of individuals injured and the protection of assets
- Establishing temporary arrangements to ensure a return to 'business as usual' as soon as possible.
- Undertaking the planning and management required to establish a mid to long term return to operational normality.
- Managing the media and all enquiries in order to control and protect the reputation of BCA/TCAT by proactively correcting any misinformation among key audiences

Central to the process is the Critical Incident Management Team (CIMT), led by the Principal, (or The Head of School or nominated member of SLT).

This plan is not over complicated and provides a summary of the key steps and key information to the recovery process.

SECTION 3

HOW THE CRITICAL INCIDENT PLAN (CIM) WILL BE MANAGED?

The Academy has a designated CIMT Leader and a CIM Team, details of which are given in Section 4.

In the event of a critical incident, the CIMT Leader will be responsible for assessing the scale of the incident and deciding whether or not to implement the full recovery procedures and involve the entire CIMT.

If they decide not to implement the full recovery procedures, they may utilise those members of the CIMT whose responsibilities are most suited to the recovery.

Those within the CIMT have been given specific responsibilities. However, in the event that any individual is unavailable, due to illness, holiday etc.; their duties will be transferred to another member of the existing team or to an alternative person who will be added to the team. This will be at the discretion of the CIMT Leader or in their absence, the nominated member of SLT.

2 Critical Incident Resource Bags are kept on each floor of the building contained in a red bag.

Contents:

- Critical Incident Policy
- Phone chargers
- Radios and chargers
- Loud hailer
- Building plans
- School Keys
- Hi visibility jackets
- Stationary
- Emergency contacts list
- Staff and student lists
- First aid kits and protective clothing (PPE)

SECTION 4

CRITICAL INCIDENT MANAGEMENT TEAM

Function	Name	Responsibilities
Critical Incident Management Team Leader	Gareth Harris Principal or in his absence Sarah Mullen – Vice Principal. Supported by Annabel Viar - Business Operations Manager Thomas Finch re ICT & Insurance	<ul style="list-style-type: none"> • Ascertain size and scope of the incident and, decide on the team required. Inform each team member. • Inform emergency services if required. • Locate 'critical incident policy' the appropriate section 5 document and emergency red bags. • Inform those on key contact list of scale and scope of the incident. • Organise a base from which to work. • Schedule meetings as appropriate. • Ensure all aspects of emergency and recovery are handled effectively and properly. • Set up an e-mail group and any other means of communication required.
Deputy CIMT Leader	Sarah Mullen – Vice Principal in her absence MRE – Vice Principal.	<ul style="list-style-type: none"> • Assist the CIMT Leader. • Deputise for CIMT Leader when absent.
Emergency first aid and contact with emergency paramedic service	Annabel Viar supported by Office Manager	<ul style="list-style-type: none"> • Mobilise first aider or a team of first aiders. • Ensure that communication with the emergency services is maintained.
Financial Liaison	Zoe Conroy/Jen Hackney In her absence directly converse with Damien McGuire	<ul style="list-style-type: none"> • Inform the appropriate bodies of the type and scale of the incident. (Finance Director, Banks, Insurer, Chair of BFP Committee) • Identify and request assistance from these bodies as and when required. • Request funding guarantee immediately.
Stakeholder Liaison	Chris Hillidge – Assistant Principal	<ul style="list-style-type: none"> • Inform all relevant stakeholders (TCAT Board, BCA Governors, primary schools, parents, local authority. • Ensure relevant stakeholders are updated on a regular basis.
Media Liaison	Gareth Harris - Principal or in his absence Sarah Mullen – Vice Principal Supported by Claire Rixham – Assistant Principal & Carol Heesom – PA to the Principal.	<ul style="list-style-type: none"> • In the event of a critical incident, members of SLT/CIMT who are available at that time, will meet with the Principal CIMT Leader. As spokesperson the CIMT Leader will act as the official 'face' of the Academy and will ensure a consistent media/public representation. He will therefore be conversant in the Academy's key messages and responses to the incident concerned. • The CIMT Leader, or Vice Principal and Claire Rixham will be the only contact for dealing with media enquiries and with the local authority press office. • Carol Heesom will make immediate arrangements with the reception team to divert all media enquiries to the CIMT Leader of Claire Rixham as agreed. • Claire Rixham will subsequently arrange to inform staff and students not to accept calls from the media or speak to media representatives. • The CIMT Leader & Claire Rixham will liaise as often as necessary to draft and check media statements prior to release to the media. • Claire Rixham will keep an up to date media log sheet.

Function	Name	Responsibilities
		<ul style="list-style-type: none"> In the event of notification of a major incident during the evening period the CIMT Leader will arrange to contact all members of the CIMT to request they meet (on or off site as appropriate) There will be no contact with the media until the CIMT leader approves this. In exceptional circumstances, where members of CIMT are not available the CIMT Leader will allocate responsibilities to other member of SLT or other staff to implement the above. Keep CIMT up to date with relevant matters.
Staff Liaison	Sarah Mullen Vice Principal & Annabel Viar and TCAT HR Officer Ben Logan.	<ul style="list-style-type: none"> Compile and issue all communications to staff, via HR or directly. All communications will firstly be agreed by the CIMT Leader.
Student & Parent Liaison	Matthew Reynolds – Vice Principal supported by PSAs Progress Leaders and Form Tutors, Neil IT Services and Joanne Turner – Office Manager.	<ul style="list-style-type: none"> Compile and issue all communications to students and parents having agreed these with the CIMT Leader. Put in place the necessary system to enable such communications to take place. Put in place a system to enable incoming communications from students, parents and other interested parties to be dealt with in the appropriate way. Keep CIMT up to date with relevant matters.
IT Recovery Systems	Thomas Finch – IT Services supported by Paul Williams ICT Technician and ICT Networks.	<ul style="list-style-type: none"> Ascertain the extent of damage to computer hardware, software, wiring etc. Identify requirements for essential computer functions to be operative as soon as possible and what is required to reinstate all functions as were operative prior to the incident occurring. Ascertain extent of damage/problems re telephone communications and reinstate service as soon as possible. Place orders for and oversee the supply and installation of the equipment etc. identified above, having firstly liaised with the team members responsible for insurance claim and recovery financing. Keep CIMT up to date with relevant matters.
Insurance Claim/Recovery	Annabel Viar Business Operations Manager – Supported by Thomas Finch – Facilities Manager, Damien McGuire TCAT Finance Director, Zurich Insurance & representatives from emergency services	<ul style="list-style-type: none"> Immediately inform the insurance broker/company of the incident. Appoint an on-site BCA Loss Assessor. Liaise and communicate with the Loss Adjustor appointed by the insurers. Keep CIMT up to date with relevant matters.
Financing	Jen Hackney Finance Manager BCA supported by Zoe Conroy Finance Assistant & Damien McGuire TCAT Finance Director.	<ul style="list-style-type: none"> Discuss with the relevant budget holders, their immediate and then medium term requirements and approve any orders/purchases as agreed with Loss Adjusters. Produce a cash flow of the funds required to re-establish complete Academy operation and agree this and interim payments with the Loss Adjustors. Keep CIMT up to date with relevant matters.

Function	Name	Responsibilities
Premises & Equipment Resources	Annabel Viar – Business Operations Manager supported by Jen Hackney Finance Manager BCA and the BCA finance team & Site Maintenance Officer.	<ul style="list-style-type: none"> • Ascertain the extent of damage to premises and equipment (other than IT equipment). • Identify premises and equipment requirements both immediate and long term to enable complete Academy operations to be reinstated. • Place orders as agreed with Loss Adjusters and oversee the supply of equipment, temporary buildings/accommodation and long term building projects, identified above. • Keep CIMT up to date with all matters.
Security of premises and equipment	Annabel Viar – (Business Operations Manager) supported by Site Maintenance Officer Andy Brennan, Denise Griffiths catering Manager & representatives from emergency services.	<ul style="list-style-type: none"> • Ensure, in conjunction with the emergency services that the site and buildings are safe and secure utilising the required resources (man power and equipment). • Identify requirements for essential catering provision both immediate and long term to enable complete Academy operations to be reinstated. • Ensure, in the event of fire, that all legal documentation is available to the Fire Officer. (All documentation is held electronically. • Keep CIMT up to date with relevant matters
Curriculum Issues (course material, examinations etc.)	Gareth Harris – Principal Supported by Sarah Mullen Vice Principal & Arbor team.	<ul style="list-style-type: none"> • Ascertain the loss of or damage to course materials and loss of examination data. • Ascertain whether the incident has reduced accommodation required to sit examinations. • Identify other curriculum issues affected by the incident with the Arbor system manager & curriculum managers. • Identify curriculum requirements both immediate and long term to enable complete reinstatement of curriculum delivery with curriculum managers. • Place orders for and oversee the supply of course materials etc., identified above as agreed with Loss Adjusters.
HSE Liaison	Annabel Viar – Business Operations Manager.	<ul style="list-style-type: none"> • Make immediate contact with Adrienne Laing TCAT to relay details to HSE. • Be aware of RIDDOR reporting regulations.

SECTION 5

The documents in section 5 are separate appendices. Each is a live working document, specific to particular critical incident scenario.

SECTION 6

BUSINESS CONTINUITY ACTIONS TO BE TAKEN TO RECOVER FROM A CRITICAL INCIDENT

After the immediate actions to protect and care for people and communicate information the CIMT Leader must focus on contingency planning and business continuity. There will be a pressing need for urgent information along the following lines:

- What has happened and how seriously will it affect normal service?
- What facilities have been affected and is their loss a short, medium or long term prospect?
- Have there been any casualties - student, staff or third party?
- What access is there to the premises and when will this be possible?
- Where can the CIMT be based to manage the recovery.
- What support is required to manage the recovery?

Having obtained this information, the CIMT Leader should:

Re-convene the Critical Incident Management Team

Discuss the incident and decide on the actions required over the first two/three days.

Delegate responsibilities to CIMT

Issue instructions that are required to protect staff, students, visitors, the site and assets

Consider mid to long term strategies

Identify the frequency of team meetings

Formalise the agreed forms of communication going forward.

Liaise with TCAT colleagues. LA, Finance Director, insurers.

Liaise with emergency services

The following is intended to assist the CIMT in the recovery process.

Area of Recovery	Action
General Teaching & Classrooms	Replacement equipment is generally available at short notice and, if necessary, temporary buildings can be used, provided adequate services could be provided. Should temporary buildings be unusable then the Academy should consider local facilities that may be available for rental such as the College, the Orford Jubilee Hub, The Warrington Business Park or other local schools. Replacement equipment is not difficult to access once the finance has been made available.
Catering	An incident affecting the kitchens will have a significant impact on food provision. Purchasing new equipment is often restricted due to long lead-in times. It is possible that TCAT partner schools could support the FSM service. It is also possible to hire temporary kitchen facilities.
ICT Curriculum	Basic requirements for this area are a high concentration of pcs in classrooms. Local premises may be sought, however temporary classrooms could be set up, then provided with an adequate number of pcs. Classes can then be resumed reasonably quickly. Support from the SLA with WVRC and ICT Networks should be arranged.

Area of Recovery	Action
Performing Arts	Space is of primary concern in this area. Provided that large, spacious rooms can be identified then the majority of classes can continue. We could look to the Orford Jubilee hub, the local primary schools and TCAT partners.
Staffing	It is possible that the Academy will need to replace staff as a matter of urgency. It is possible that the services of a specialist supply agency will be of significant assistance in locating new or temporary staff. The Academy may consider extending the students' term time to complete all work that is necessary in cases of extreme staffing issues.
Salvage	<p>Access to the site/buildings may be restricted due to problems with the structural integrity of the buildings or the need for investigation into the cause. The Fire & Rescue Service have a statutory duty to advise and assist with post-fire salvage activities. A selection of salvage equipment will be made available and kept nearby, e.g. waterproof sheets, shovels, ladders, ropes, brooms, hard hats, gloves, boots, emergency lighting equipment, heavy duty sacks and plastic sheeting, etc.</p> <p>If employees assist in the salvage process, the Academy should check the insurance cover for Employers Liability to see if any exclusions for this type of activity are made. Professional salvage companies will be able to provide the expertise and specialist equipment needed to facilitate an effective salvage operation.</p>
General Equipment	Desks and chairs can be immediately replaced up to the capacity required if temporary buildings need to be used. Course text books and materials to the maximum requirement should also be replaced. Other specialist equipment should be purchased from appropriate suppliers.
ICT	<p>It is essential that the ICT facilities of the Academy are made operative as quickly as possible following an incident to allow the general administration to function and to support Teaching and Learning.</p> <p>Prioritise business critical systems of Arbor, SMS Finance and key administrative functions for immediate replacement. Secure rapid acquisition of new equipment by agreement with suppliers for priority purchase in emergency conditions. Commission new systems with restored data from backup systems. Seek other venues to relocate courses dependent on ICT, such as TCAT partner schools, Orford Jubilee Hub. Purchase new equipment to support course delivery and other administration functions and oversee commissioning.</p>
Staff Liaison	The CIMT are detailed in Section 4 where the person responsible for staff liaison is identified. Arrangements should be made for information to cascade to all staff through Academy Managers. All members of the SLT have the telephone numbers of the staff for whom they are responsible. In this way no one person will have the onerous position of keeping all staff advised of developments.
Student Liaison	As with staff liaison a member of CIMT will be delegated responsibility to contact students. However, this will require the person to organise, with the administration staff, how students will be informed. This will normally be by a letter being sent to each student and where necessary telephone calls being made.

Area of Recovery	Action
	In addition, and in conjunction with the member of CIMT responsible for communication with the media, a suitable bulletin of information should be available as an early form of communication to students.
Media Liaison	See Section 4.
Staff, Student and exam records	<p>All of these important records, where possible, together with any other critical administration data, should be kept in computer format. This should be backed up on a regular basis and backups kept safely (possibly off site). Such data can be quickly recovered and used to facilitate the aim of 'bringing things back to normal' as soon as possible.</p> <p>The ability to recover data quickly from business disruption is also dependent on obtaining new hardware and software and the speed at which these can be installed.</p> <p>Many paper documents are not suitable for storage in a computer format, e.g. student files, examination certificates, enrolment forms. Wherever possible these should be microfilmed/microfiched and the films stored in a fireproof safe away from paper records. There is an added advantage that old paper records can then be disposed of and storage space saved.</p> <p>All paper documents used as data input documents are signed and dated to enable the recovery of data manually in the event of a backup failure or to input data manually following the last successful data backup. These paper records are also kept in a separate building from the records database servers.</p> <p>The Deputy CIMT Leader should coordinate the data recovery process in liaison with the Examinations Manager and Attendance administrators.</p>
Site Security	The site staff are responsible for ensuring the site is secured and are identified as part of the CIMT.
Cash Flow	This may need to be funded by the insurers making interim payments. It is therefore important that a cash flow schedule is produced, as soon as possible, by the finance team following an incident. This can then be discussed with the insurer's Loss Adjustor.
Insurance	The Academy's insurers or insurance broker will be contacted immediately in order for them to appoint a Loss Adjustor. The Loss Adjustor will then visit the site and discuss the incident and what is required as a matter of urgency. The Academy will appoint a Loss Assessor at the earliest opportunity.
Telecommunications	It is vitally important that if the building containing the main switchgear is destroyed, telecommunication links are re-established as soon as possible. The Academy should identify an alternative siting for the main switchgear room, possibly one of the TCAT partner schools, so that if this is destroyed the telecommunication providers can be given a clear alternative immediately. The alternative will depend on the nature of the incident.
Health and Safety Executive (HSE)	It is critical that the Academy makes the earliest possible contact with TCAT who will Liaise with the HSE following any major incident. The HSE will want to be made aware of details of the incident and

Area of Recovery	Action
	may wish to send on of their own personnel to the site to establish if an investigation is required.
Environmental Agency and Environmental Health	The Academy should consider contacting the local Environmental Health Department following an incident particularly if the use of temporary buildings is anticipated and if temporary toilet/washroom facilities are to be used.