

Moulton College

Business Continuity Plan

Updated: August 2021

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Moulton College Incident Response Activation

**Start and Maintain
Incident Log**
(Page 4)

Emergency or Disruption?
(Use Page 11 if unsure)

EMERGENCY		
Complete relevant emergency scenario aide-memoire or adapt as appropriate. Business continuity aspects are also considered.		
1.	Unplanned College Closure	Page 19
2.	Death or Serious Injury to a Student or Staff	Page 21
3.	Outbreak of Disease (Human)	Page 23
4.	Outbreak of Disease (Animal)	Page 25
5.	Emergency Safeguarding	Page 28
6.	College Trip Incident	Page 30
7.	Fire or Flood	Page 33
8.	Bomb Threat	Page 35
9.	Dynamic Lockdown	Page 39

DISRUPTION		
Complete relevant business continuity scenario aide-memoire from list below or adapt as appropriate.		
10.	Unplanned Loss or Shortage of Key Staff	Page 41
11.	Denial of Access	Page 42
12.	Failure of Technology or Loss of Data or Cyber Incident	Page 43
13.	Loss of Key Suppliers, Partners or Third Parties	Page 45
14.	Loss of Utilities	Page 46

End of Incident Phase

**Go to Section 3 – Recovery Phase
(Page 48)**

Emergency Contacts Sheet

College Leads			
Principal		Corrie Harris	07584 430143
Chief Finance Officer		Alicia Bruce	07875 545292
Vice Principal		John O'Shea	07766 651062
College Incident Management Team Members			
Chief Finance Officer	Chair	Alicia Bruce	07875 545292
Vice Principal	Lead for Curriculum	John O'Shea	07766 651062
Executive Director of HR	Lead for People	David Aldridge	07740 282528
Executive Director of Commercial	Lead for Commercial and farm	Carrie Smith	07900 964345
Director of Student Services	Lead for Student Services and Data Protection	Andrew Bailey	07789 033663
Director of Facilities Management	Lead for Facilities	Mike Putman	07764 310654
Health and safety Advisor	Lead for Health and Safety	Tanya Cocks	07810 654991
Director of Student & Learning Support	Lead for Safeguarding	Carla Hayes	07391 732125
Director of IT and Digital Transformation	Lead for IT	Marc Vince	TBC
Marketing Manager	Lead for Communications	Susan Titmuss	07803 837329
Equine Manager	Lead for Animal Welfare	Sam Lacey	07767 670972
External Contacts			
Safeguarding		Out of Office Hours	
Environmental Health		Office Hours	
Data protection Officer The DPO Centre Advice Line		advice@dpocentre.com 0203 797 6340	
Information Commissioner's Office Breach Reporting Hotline ICO Registration Number - Z8406670		0303 123 1113	
The local authority lead safeguarding officer is now called the Designated Officer		Designated Officer Administrator Designated Officer Andy Smith Designated Officer Christine York	01604 364031 01604 367862 01604 362633
Utility Companies			
Electric	Western Power Distribution Post code of site to be quoted		0800 0568090
Gas	National Grid		0800111999
Water	Anglian Water		08457 145145
Telephone Provider	BT – Assurance Team Account NO:VP72963270		0800 154022

Section 1

Planning

Principal: Statement of Intent

Moulton College is committed to ensuring the highest level of education and development for all of its students. This is particularly important during times of disruption, which can be caused, by a variety of different scenarios.

As Principal, supported by the Chair of Governors and the College Incident Management Team, I will be responsible for the coherence and effectiveness of the college's emergency and business continuity planning arrangements. This includes ensuring that the college is fully prepared to cope with any incident that may arise and providing a continued education and place of safety for the students.

This Business Continuity Plan will enable our college to fulfil its obligations to:

- **Protect the vulnerable, including students and staff**
- **Support the work of the Emergency Services** ○
- **Maintain business continuity when faced with any disruptive challenge**

We will achieve this through:

- **Effective planning and preparation**
- **Establishing roles, responsibilities and a leadership structure**
- **Working towards a confident and controlled incident response and recovery** ○ **College wide training and awareness raising**
- **Tailoring this plan to meet the college's specific needs**

We recognise that it is the responsibility of every member of staff and college personnel to be familiar with the plan and its contents. This plan will be regularly reviewed and kept up to date in order to fulfil the above obligations to a high standard.

Signed



Principal

Version Control

To ensure the validity of the plan, copy holders are requested to notify the Chief Finance Officer of any amendments to the information contained within it. Updated plans will then be distributed to all copy holders. All previous versions of the plan will be destroyed.

The contents of this plan should be completely reviewed on an annual basis and following an incident or disruption.

Date	Version	Updated By (Name and Role)	Amendment Details
April 2019	V1	Gerald Davies Vice Principal	
Sept 2019	V2	Gerald Davies Vice Principal	
Dec 2019	V3	Gerald Davies Vice Principal	
March 2020	V4	Gerald Davies Vice Principal	
March 2021	V5	Alicia Bruce Chief Finance Officer	Cyber response plan Names and titles in document
August 2021	V6	Alicia Bruce Chief Finance Officer	Names and titles in document General review and tidy up

Plan Distribution List

The plan should be treated as a secure document and will be distributed as a PDF document via email. The contents kept confidential at all times.

Distribution List
Chair of Governors
Principal
College Incident Management Team Members:
Chief Finance Officer
Vice Principal
Executive Director of HR
Executive Director of Commercial
Director of Student Services
Director of Facilities Management
Health and Safety Advisor
Director of Student & Learning Support
Director of IT and Digital Transformation
Marketing Manager
Equine Manager
Others may be co-opted as appropriate:
Director of Curriculum
Director of Quality
Director of Teaching Learning and Assessment
Dean of HE
Director of Finance
MIS Manager
Farm Manager
Sports Facilities Manager
Hospitality Manager
Network Development and Services Manager
Senior Animal Welfare Technician

Emergency

Definition:

Handling emergencies is a normal part of college life. Some incidents however, are of a more critical and overwhelming nature in which staff, students and parents may experience acute or even prolonged distress. Emergencies can:

- Arise with or without warning
- Cause or threaten death, injury or serious disruption to normal life
- Affect more people than can be dealt with under normal conditions
- Require special mobilisation and organisation of resources

Examples:

- The murder of a student or staff member
- Fatal road traffic collisions
- Fatalities or serious injuries on college trips
- Teacher, member of staff or student suicide
- Community tensions
- Major arson attacks
- Severe weather damage
- Missing students
- A fatal accident involving a contractor on college premises

If an event or incident falls under one or more of the above definitions or examples it is likely to require a planned emergency response.

**Choose from Emergency
Aide-Memoires 1-9
(Pages 19-39)**

Disruption

Definition:

Not all incidents are emergencies, a disruptive challenge is an incident which:

- Results in an interruption to the delivery of key services
- Requires the College to respond in a manner outside of its normal day to day procedures

Examples:

- Industrial action
- Sickness
- Severe weather
- Utility failure
- Supply chain issues

The primary aim of **Business Continuity Planning (BCP)** is to ensure that unless there is an overwhelming pressure caused by the disruption, the college remains open and normal routines and timetables are maintained as far as possible. However the health, safety and welfare of students and staff are key priorities.

It is important to develop strategies or alternative ways of working that allow this to happen, considering the circumstances of the incident and level of response required.

The Business Continuity Aide-Memoires act as a guide to ensure minimal disruption to the college as a service and a return to normal as soon as possible.

**Choose from Business Continuity
Aide-Memoires 10-14
(Pages 41-46)**

For a full list of specific Aide-Memoires see Contents (Page 2)

College Incident Management Team Guidance

The College Incident Management Team (CIMT) is the group that will be convened during or following an incident in order to manage the situation in an organised and structured manner.

Any staff or personnel may be used to fill the roles depending on their skills and more than one role can be assigned to the same person. Some roles may naturally fall to particular staff; however, it is also important to consider that the tasks will have to be completed under a much greater amount of stress in an emergency. In addition to this, the roles and responsibilities called upon will very much depend on:

Scale – What is the extent of the emergency and what resources are required?

Duration – How long will the incident last, considering both short and long term?

Impact – How severe is the impact on key services, buildings or stakeholders?

The table below allows you to think about and develop the following questions:

- What are the roles that may need to be filled during and following an incident?
- What are the key responsibilities that each role has?
- Who do you have in the college that could fill each role if required? *Recording the names and contact details of trained and suitable personnel will save time in an emergency.*
- What are some of the training considerations and resources available for each role?

Role	Tasks and Responsibilities in an Emergency or Disruption	Pre- Incident Training and Resources	
Incident Team Lead Principal or Chief Finance Officer	Strategic Role Chair of College Incident Management Team Ensure college-wide continuity. Receive information and make decisions. Lead on interviews or assign appropriate CIMT member e.g. Media and Communications Lead. Work through aide-memoire	College specific scenario workshops Familiarisation with Emergency Plan	
Log Keeper Principals PA	Maintain incident log (Page 4) Ensure that all key decisions and actions taken in relation to the incident are recorded accurately Ensure that all other logs such as communications or recovery logs are also being maintained	A variety of 'Incident Loggist' virtual training courses are available online to enhance current logging skills	

<p>Communications and Media Lead Marketing Manager</p>	<p>Maintain a communications and media log. Follow the Communications and Media Checklist (Page 47) Establish and maintain lines of communication with all stakeholders – use aide memoirs Responsible for social media Liaise with media Collate information about the incident for press statements</p>	<p>A variety of media management and crisis communications courses can be found online</p>	
<p>Facilities Lead Director of Facilities Management</p>	<p>Maintain log of actions Ensure site security and safety during and following an incident Liaise with CIMT Manager to advise regarding infrastructure Point of contact for contractors Pre incident: ensure college site information section is up to date (Page 55)</p>	<p>www.dfes.gov.uk/security (Managing Security in Colleges Guide – National Association of Principals Website) College specific scenario workshops may also highlight facilities issues</p>	
<p>Health and Safety Lead Health & Safety Advisor</p>	<p>Maintain health and safety log Responsible for following and distributing any health and safety procedures or advice Risk assessments Consider infection control Complete any accident/incident paperwork and RIDDOR forms. Manage first aid considerations</p>	<p>Health and Safety courses and materials available from: Health and Safety Executive Website Public Health England Centre for Disease Prevention and Control Risk Assessment Training Fire Safety/Marshal Training</p>	
<p>Safeguarding Lead (DSL) Director of Student & Learning Support</p>	<p>Maintain safeguarding log Ensure welfare of all students Co-ordinate with Police, Family Liaison Officers; Educational Psychologists; Children’s Services and any relevant voluntary organisations</p>	<p>College mandatory training. Safeguarding Children Board also offers safeguarding training Online Emergency Toolkit: www.keepingchildrensafe.org.uk</p>	

<p>Emotional Support Lead Executive Director of HR</p>	<p>Maintain log of all incident related cases and actions Work with Safeguarding Officer to identify student needs Act as a point of contact for students or staff with concerns about the incident or with difficulties recovering from it. Be a source of advice about support available DBS checks of temporary staff</p>	<p>Redcross.org/education: Emotional Support in a Crisis Emotional First Aid Training Course: www.emotionalfirstaid.co.uk</p>	
<p>Business Continuity Lead Chief Finance Officer</p>	<p>Record all decisions and actions in the incident log (Page 4) Take responsibility for business continuity considerations Take decisions in order to return swiftly to 'business as usual'</p>	<p>Training resources and courses available at: www.thebci.co.uk www.continuityshop.com www.ibct.com www.epcollege.com</p>	
		<p>College disruption and closure scenario workshops</p>	
<p>ICT Lead Network Development & Services Manager</p>	<p>Maintain ICT log Ensure resilience and recovery of the college's ICT infrastructure Work with the Business Continuity Co-ordinator in disaster recovery Liaise with suppliers or ICT support</p>	<p>Backup and disaster recovery in colleges information can be found online</p>	
<p>Recovery Co-ordinator Chief Finance Officer</p>	<p>Maintain recovery log (Page 50) Lead and report on the college's recovery process Facilitate a full debrief Identify lessons learned as a result of the incident/recovery Liaise with the plan owner to ensure lessons learned are incorporated into the plan</p>	<p>Incident debrief training from Resilience Unit Emergency response and recovery guidance: www.gov.uk</p>	

Training and Exercising

To ensure the effectiveness of this plan during a real life incident the following training methods will be incorporated into the college's emergency preparations:

- Incorporating Emergency Plan training and awareness raising into inductions and mandatory training for all relevant personnel
- Including students in the training and awareness schedule. Test exercises, practising the route to a 'buddy college' or talking about past incidents can prepare students and create a greater atmosphere of calm in a real incident
- Planning 'walk-throughs' to communicate the contents of the plan and to ensure staff are familiar with arrangements and procedures
- Education and training for College Incident Management Team roles and responsibilities (Page 12)
- Component tests, for example checking alarms and locks and testing external storage devices
- Table-top exercises using example scenarios to check the validity and reliability of the plan contents
- Discussion of real life incidents to improve planning and response
- Regular review of training log to ensure training is relevant and up to date

Further resources and reading:

- ✓ UK Government - <https://www.gov.uk/emergencies-and-severe-weather-collegesand-early-years-settings>
- ✓ British Red Cross - <http://www.redcross.org.uk/en/What-we-do/Preparing-for-disasters/How-to-prepare-for-emergencies/Emergencies-in-colleges>
- ✓ College Emergency Kits - <http://collegeemergencykit.co.uk/>
- ✓ Business Continuity Guidance - <http://www.clerktogovernors.co.uk/what-does-a-college-business-continuity-plan-look-like/>

Business Continuity Checklist

Having the following business continuity preparations and good practices in place will help to ensure a continued provision of education and safety for our students during times of pressure or limited resources.

Action	Completed Date/Name	Reviewed Date/Name	Reviewed Date/Name
Include alternative numbers on the Contacts Sheet (Page 6) for: <ul style="list-style-type: none"> • Suppliers and third parties • Key holders • Supply/agency staff • ICT support • Transport providers 	Director of Facilities Management Executive Director of Human Resources Network Development & Services Manager Director of Student Services		
Electronic back up of data and off-site storage of hard copies (record location of each document): <ul style="list-style-type: none"> • Insurance • Legal • Emergency Plan 	Chief Finance Officer		
Keep an asset register of valuable college items for insurance purposes (including photos)	Chief Finance Officer		
Ensure safety of and access to valuable college documents such as controlled assessments	Chief Finance Officer / Executive Director of Human Resources		
Access to remote learning: internet, e-mail, networks	Network Development & Services Manager		
Arrangements for priority and/or vulnerable groups. May depend on exam timetables or college users	Director of Student & Learning Support		
Security considerations: <ul style="list-style-type: none"> <input type="checkbox"/> Alarms • Visitor badges • Building Access 	Director of Facilities Management		

Emergency Preparations Checklist

Action	Page	Completed Date/Name	Reviewed Date/Name	Reviewed Date/Name
Populate Emergency Contacts Sheet	6	Chief Finance Officer		
College Incident Management Team: establish roles and carry out training	12	Chief Finance Officer		
Include college site specific information in Resources Section of plan	55	Director of Facilities Management		
Complete Business Continuity Checklist	17	Chief Finance Officer		
Print out Telephone Bomb Threat sheet – keep in reception/main office/switchboard	36	Director of Facilities Management		
Distribute completed plan to copy holders: Note locations on distribution list	10	Chief Finance Officer		
Staff and student training, awareness and familiarity with the plan (should be ongoing)	16	Executive Director of Human Resources		
Review and update plan: Version Control	9	Chief Finance Officer		

Section 2

Incident Response

Aide-Memoire 1 – Unplanned College Closure

For example, severe weather or civil disturbances

Action	Person Responsible	Completed Time	Notes
Start incident log (Page 4)	Director of Facilities Management		
Contact Principal or Chief Finance Officer (Contact Sheet Page 6)	Director of Facilities Management		
Activation of plan: note date and time	Director of Facilities Management		
Liaise with Emergency Services or relevant organisations e.g. utility companies	Director of Facilities Management		
If in immediate danger, evacuate or invacuate to a point of safety	Director of Facilities Management		
Convene College Incident Management Team (Page 12)	Chief Finance Officer		
Alert as appropriate:			
Principal	Chief Finance Officer		
Chair of Governors	Principal or Chief Finance Officer		
Vice Principal	Chief Finance Officer		
Teaching staff	Executive Director of HR		
Support staff	Executive Director of HR		
Contractors	Director of Facilities Management		
Transport providers	Director of Student Services		

Consider media, PR and information sharing – see Media and Communications Checklist (Page 47)	Marketing Manager		
Contact: <ul style="list-style-type: none"> o College Organisation Team o Insurance Company See Contacts Sheet (Page 6)	Chief Finance Officer		
Inform parents/carers Inform students	Director of Student Services		
Establish helpline	Director of Student Services		
Transportation	Director of Student Services		
Media	Marketing Manager		
Business Continuity Considerations			
Exam timetables	MIS Manager		
Controlled assessments	MIS Manager		
Catering requirements	Executive Director of Commercial		
Consider suppliers: cancel or relocate deliveries	Director of Finance		
Site security	Director of Facilities Management		
Cancellations: bookings, transport, clubs etc Record all changes and cancellations for easy reinstatement	Director of Facilities Management Director of Student Services Executive Director of Commercial		
Regular updates in place for parents, staff, students	Principal Marketing Manager		
Plan for re-opening and return to normality	Chief Finance Officer		
Prepare for Recovery Stage. Go to Section 3 (Page 48)	Chief Finance Officer		

Aide-Memoire 2 – Death or Serious Injury to a Student or Staff
For example, violence, assault or accidents

Action	Person Responsible	Completed Time	Notes
Start Incident Log (Page 4)	Director of Student & Learning Support		
Confirm from MIS the learner's next of kin details Name: Relationship: Telephone number:	Director of Student Services Executive Director of Human Resources		
Inform Key personnel: Principal Vice Principal Director of Student & Learning Support (DSL) Chief Finance Officer Executive Director of HR Director of Curriculum Head of School Course Manager MIS Manager Chair of Governors	Director of Student & Learning Support /Vice Principal Executive Director of Human Resources		
Activation of plan: note date and time	Vice Principal Executive Director of Human Resources		
Record injuries and casualties: names, locations	Vice Principal Executive Director of Human Resources		
Liaise with Emergency Services/hospitals and regularly update	Director of Student & Learning Support		
Convene College Incident Management Team (Page 12)	Chief Finance Officer		
Set up an Incident Control Room as a focal point for all information and decisions	Director of Facilities Management		
Consultation as to how to inform affected learners and staff.	Director of Student & Learning Support / Executive Director of Human Resources Vice Principal		

Follow College Health and Safety policies and procedures <ul style="list-style-type: none"> ○ Fill out accident/incident forms ○ RIDDOR 	Health & Safety Advisor		
Consider media, PR and information sharing– see Media and Communications Checklist (Page 47)	Marketing Manager		
Inform those not involved: <ul style="list-style-type: none"> ○ Parents/carers ○ Students ○ Next of Kin 	Director of Student & Learning Support Executive Director of Human Resources		
Establish helpline	Director of Student Services or Executive Director of Human Resources		
In event of unplanned college closure see Aide-Memoire 1 (Page 19)	Chief Finance Officer		
Establish a briefing room (s) for families and/or staff	Chief Finance Officer		
Nominate a 'meet and greet' person	Director Student Services		
Business Continuity Considerations			
Exam timetables	MIS Manager		
Controlled assessments	MIS Manager		
Cancel bookings/activities	Executive Director of Commercial		
Security of site	Director of Facilities Management		
Recovery and Support Considerations			
Voluntary organisations: advice and guidance	Executive Director Human Resources		
Appeals for information/donations etc	Principal's Personal Assistant		
Funeral attendance/arrangement	Executive Director Human Resources		
Debrief for all involved	Chief Finance Officer / Vice Principal / Executive Director Human Resources		
Prepare for Recovery Stage. Go to Section 3 (Page 48)	Chief Finance Officer		

Aide-Memoire 3 – Outbreak of Disease (human) For example Pandemic Flu, Meningitis, Measles etc

Action	Person Responsible	Completed Time	Notes
Start Incident Log (Page 4)	Director of Student & Learning Support		
Contact Principal or Chief Finance Officer (Contact Sheet Page 6)	Director of Student & Learning Support		
Activation of Plan: note date and time	Director of Student & Learning Support		
Compile a list of affected students/staff: names, symptoms, location	Director of Student & Learning Support		
Liaise with Emergency Services and Local Authority Public Health Team	Director of Student & Learning Support		
Convene College Incident Management Team (Page 12)	Chief Finance Officer		
Set up an Incident Control Room as a focal point for all information and decisions (offsite if required)	Director of Facilities Management		
Alert as appropriate: Principal Chief Finance Officer Vice Principal Chair of Governors Teaching Staff Support Staff Contractors	Director of Facilities Management		
Follow College Health and Safety Policies and Procedures Accident and Incident forms RIDDOR	Health & Safety Advisor		
Consider media, PR and information sharing– See Media and Communications Checklist (Page 47)	Marketing Manager		
Contact: Public Health England Emergency Planning officer Children’s Services See Contacts Sheet (Page 6)	Director of Student & Learning Support / Director of Facilities Management		

Establish helpline	Director of Student Services		
Use social media and college website to update public	Marketing Manager		
Alert neighbouring colleges and maintain information sharing	Director of Student & Learning Support		
Consider other Aide-Memoires (if relevant): <ul style="list-style-type: none"> o Unplanned College Closure (Page 19) o Death/Serious Injury (Page 21) 			
Business Continuity Considerations			
Support from Voluntary organisations	Director of Student & Learning Support		
Insurance/legal	Chief Finance Officer		
Exam timetables	MIS Manager		
Controlled assessments	MIS Manager		
Cancel bookings/events as required. Keep a record for easy re-instatement	Director of Facilities Management		
Maintain regular updates to staff, families, students	Director of Student & Learning Support		
Prepare for Recovery Stage. Go to Section 3 (Page 48)	Chief Finance Officer		

Aide-Memoire 4 – Outbreak of Disease (Animal)

For example, Avian Influenza

Action	Person Responsible	Completed Time	Notes
If notifiable notification; through vet or doctor diagnosis, local authority, Defra, suspected/self-diagnosis	Senior Animal Welfare Technician (SAWT) Equine Centre Manager (ECM) Farm Manager (FM)		
Start Incident Log (Page 4)	SAWT ECM FM		
Discuss plan of action using guidance or recommendation from professional personnel and through consultation of Biosecurity Manual to ascertain level of risk (High risk = Notifiable Disease, Medium Risk= Zoonotic but not notifiable, Low Risk= species specific) Link to Biosecurity Manual: U:\Animal Welfare\Animal Welfare Centre\Animal Welfare Centre\Biosecurity\Animal Therapy & Welfare Centre Biosecurity Manual.docx	SAWT ECM FM		
Activation of Plan: note date and time	SAWT ECM FM		
Inform Director of Commercial and marketing, Chief Finance Officer, Vice Principal and Principal (if required and high/medium risk) and advise that a risk assessment and consultation for action is being prepared	SAWT ECM FM		
Create/update risk assessment, create/update protocol and implement action plan (ensure resources for PPE are available, isolate animals, foot dips etc.). All policies to be dated at first creation and updated on every review	SAWT ECM FM		

Send information to SLT and programme area staff to inform of any changes to protocols and ensure that correct information is communicated to the students	SAWT ECM FM		
Maintain communication with vets, Local Authority, Defra and send updates to SLT and staff where required	SAWT ECM FM		
Convene College Incident Management Team (Page 12)	Chief Finance Officer		
Set up an Incident Control Room as a focal point for all information and decisions (offsite if required)	Director of Facilities Management		
Alert as appropriate: Principal Chief Finance Officer Vice Principal Chair of Governors Teaching Staff Support Staff Contractors	Executive Director of Commercial		
Follow College Health and Safety Policies and Procedures Accident and Incident Forms RIDDOR	Health and Safety Advisor		
Consider media, PR and information sharing– See Media and Communications Checklist (Page 47)	Marketing Manager		
Contact: <ul style="list-style-type: none"> ○ Public Health England ○ Emergency Planning Officer ○ Area Education Officer ○ Children’s Services See Contacts Sheet (Page 6)	Director of Student & Learning Support Director of Facilities Management		
Establish helpline	Director of Student Services		
Use social media and college website to update public	Marketing Manager		

Consider other Aide-Memoires (if relevant): <ul style="list-style-type: none"> ○ Unplanned College Closure (Page 19) ○ Death/Serious Injury (Page) ○ 	Chief Finance Officer		
Business Continuity Considerations			
Support from Voluntary organisations	Director of Student & Learning Support		
Insurance/legal	Chief Finance Officer		
Exam timetables	MIS Manager		
Controlled assessments	MIS Manager		
Maintain regular updates to staff, students	Marketing Manager		
Prepare for Recovery Stage. Go to Section 3 (Page 48)	Chief Finance Officer		

Aide-Memoire 5 – Emergency Safeguarding

For example, intruder on college premises, missing students, student custody issues

Action	Person Responsible	Completed Time	Notes
Start Incident Log (Page 4)	Director of Student & Learning Support		
Alert College Designated Senior Person with Responsibility for Safeguarding/ The Safeguarding Lead and Principal immediately	Person first made aware of incident		
Activation of plan: note date and time	Director of Student & Learning Support		
Consult college safeguarding procedures and follow as necessary.	Director of Student & Learning Support / Safeguarding Lead		
Take specific actions to avoid escalation e.g. lock-down, search of premises and grounds for missing young person. Only do so if you are trained and it is safe to do so	Director of Student & Learning Support / Safeguarding Lead		
If necessary use evacuation or lockdown procedures for ensure students/staff are at a point of safety	Any person of responsibility available		
Call and liaise with Emergency Services	Director of Student & Learning Support / Safeguarding Lead		
Convene College Incident Management Team (Page 12)	Chief Finance Officers		
Set up an Incident Control Room as a focal point for all information and decisions	Director of Facilities management		
Alert as appropriate: <ul style="list-style-type: none"> ○ Principal ○ Chair of Governors ○ Teaching staff ○ Support staff ○ Contracts 	Vice Principal		

Follow College Health and Safety policies and procedure o Accident and incident forms o RIDDOR	Health and Safety Advisor		
Consider media, PR and information sharing– see Media and Communications Checklist (Page 47)	Marketing Manager		
Contact Local Authority: o Emergency Planning Officer	Vice Principal / Director of		
o Children’s Services o Public Relations Officer o Area Education Officer o Educational Psychologists	Student & Learning Support / Safeguarding Lead		
Establish a helpline and use this to arrange a meeting for parents & carers: explain the situation	Director of Student Services		
Maintain lines of communication with: o Students o Parents o Local Authority o Emergency Services o Neighbouring colleges / colleges See Contacts Sheet (Page 6)	Director of Student & Learning Support / Safeguarding Lead		
Establish a briefing room (s) for families and/or staff	Director of Facilities Management		
Nominate a ‘meet and greet’ person	Director of Student Services		
Other Aide-Memoires: o Unplanned College Closure (Page 19) o Death/Serious Injury (Page 21)			
Business Continuity Considerations			
Insurance/legal considerations	Chief Finance Officer		Provide a summary of details to pass to insurance broker for consideration
Cancel bookings and activities as required. Keep a record to allow for quick re-instatement	Executive Director of Commercial		
Controlled assessments	Marketing Manager		
Exam timetables	MIS Manager		

Security of site	Director of Facilities Management		
Prepare for Recovery Stage. Go to Section 3 (Page 48)	Chief Finance Officer		

Aide-Memoire 6 – College Trip Incident

For example off- site accidents, transport accidents, transport delays

Action	Person Responsible	Completed Time	Notes
College Based Contact: On receiving a call from a group on a visit use the ‘ Home Based Contact Emergency Action Sheet ’ to record key information (Page 31)	Transport Coordinator Director of Facilities Management		
Decide level of response. If required activate emergency plan. Note date and time	Director of Student Services		
Start Incident Log (Page 4)	Director of Student Services		
Convene College Incident Management Team (Page 12)	Chief Finance Officer		
Set up an Incident Control Room as a focal point for all information and decisions	Director of Facilities Management		
Contact Police (Ask for Liaison Officer/ Forward Control Officer)	Director of Student Services		
Inform Key personnel Principal Vice Principal Chief Finance Officer Executive Director of HR Head of School Course Manager MIS Manager Financial Controller Director of Student & Learning Support IT Manager Marketing Manager	Director of Student Services		
Follow College Health and Safety Policies and Procedures <ul style="list-style-type: none"> ○ Accident and Incident Forms ○ RIDDOR 	Health & safety Advisor		
Student Considerations: Liaise with College Trip based contact			
Specific student needs: medication, glasses, dietary needs e.t.c.	Director of Student & Learning Support		
Catering requirements	Executive Director of Commercial		

Alternative accommodation and/or transport	Executive Director of Commercial Director of Student Services		
Ensure arrangements for return home are in place	Director of Student Services		
Media, PR & Information Sharing: Use Communications and Media Checklist (Page 48)			
Contact: <ul style="list-style-type: none"> ○ Principal ○ Chair of Governors ○ Parents/Carers ○ Home contacts for staff/volunteers on trip ○ Transport Provider ○ Insurance Provider ○ Foreign and Commonwealth Office (if abroad) 	Marketing Manager		
Depending on severity of incident establish helpline for: <ul style="list-style-type: none"> ○ Governors ○ Staff ○ Students ○ Parents/Carers ○ Public 	Director of Student Services Marketing Manager		
Establish a briefing room (s) for families and/or staff	Director of Facilities Management		
Nominate a 'meet and greet'	Director of Student Services		
Voluntary organisations: advice and guidance	Executive Director of Commercial		
See other scenarios as required: <ul style="list-style-type: none"> ○ Death/Serious Injury (Page 21) ○ Outbreak of Disease (Page 23) ○ Emergency Safeguarding (Page 28) ○ 			
Response Actions and Business Continuity Considerations			
Re-schedule or cancel activities Record any changes made	Vice Principal		
If Delays are extensive: Controlled assessment/exam timetable considerations. Continued updates to home	MIS Manager		
Log damaged and lost items Log costs of incident Contact insurance	Director of Student Services Chief Finance		

	Officer		
Prepare for Recovery Stage. Go to Section 3 (Page 48)	Chief Finance Officer		

College Trip: Home Based Contact Emergency Action Sheet

1. In the event of receiving an emergency call from a group on a visit, remember they will be extremely stressed. You need to remain calm and record as much information as possible using the table below:

Time:	Date:
Name of Caller:	
Trip:	
Number to call back on:	
Find out: <i>What happened?</i> <i>When did it happen?</i> <i>Who is involved?</i> <i>Type of incident</i> <i>Number of people involved/casualties</i> <i>Location of incident</i> <i>Emergency services/Foreign and Commonwealth Office present?</i> <i>What support do they need?</i> <i>Intended Actions of Trip Leader and Group</i>	

2. Advise that you will be setting up a College Incident Management Team to deal with the incident and will call back at an agreed time or within an agreed interval.
3. Advise the caller to record any actions taken and to provide regular updates.

Aide-Memoire 7 – Fire or Flood

For example Burst Water Main, Fire on Premises or Neighbouring Building

Action	Person Responsible	Completed Time	Notes
Follow college evacuation procedures as required	Director of Facilities Management		
Start Incident Log (Page 4)	Director of Facilities Management		
Contact Principal or Chief Finance Officer (Contact Sheet Page 6)	Director of Facilities Management		
Activation of plan - note date and time	Director of Facilities Management		
Liaise with Emergency Services	Director of Facilities Management		
Convene College Incident Management Team (Page 12)	Chief Finance Officer		
Set up an Incident Control Room as a focal point for all information and decisions (off-site if required)	Director of Facilities Management		
Alert as appropriate: <ul style="list-style-type: none"> ○ Principal, CFO, VP ○ Chair of Governors ○ Teaching staff ○ Support staff ○ Contracts 	Director of Facilities Management		
Consider media, PR and information sharing– see Media and Communications Checklist (Page 47)	Marketing Manager		
Contact: <ul style="list-style-type: none"> ○ Insurance Company Contact Sheet (Page 6)	Chief Finance Officer		
Follow College Health and Safety policies and procedures <ul style="list-style-type: none"> ○ Accident and incident forms ○ RIDDOR 	Health & Safety Advisor		
Establish helpline	Director of Student Services		
Establish a briefing room (s) for families and/or staff	Director of Student Services		

Nominate a 'meet and greet'	Director of Student Services		
Alert parents/carers	Director of Student Services		
Relocation – liaise with 'Buddy College'	Director of Facilities Management		
Specific student needs: medication, glasses, dietary needs etc	Director of Student & Learning Support		
Catering requirements	Executive Director of Commercial		
Voluntary organisations: advice and guidance	Director of Student & Learning Support		
Other Aide-Memoires: <ul style="list-style-type: none"> ○ Unplanned College Closure (Page 20) ○ Death/Serious Injury (Page 21) 			
Business Continuity Considerations			
Re-schedule or cancel activities	Director of Facilities Management		
Log damaged and lost items Log costs of incident	Director of Facilities Management		
Prepare for Recovery Stage. Go to Section 3 (Page 48)	Chief Finance Officer		

Aide-Memoire 8 – Bomb Threat

For example telephone threats, suspicious packages or unexploded devices

Action	Person Responsible	Completed Time	Notes
Start and maintain Incident Log (Page 4) Record all information	Principals Personal Assistant		
Contact Principal or Chief Finance Officer Director of facilities Management (Contact Sheet Page 6)	Director of Student Services		
Activation of plan – note date and time	Director of Facilities Management		
If it is a telephone threat use Bomb Threat Sheet (Page 38) to record details of the call and give to Police Consider whether telephone threat is credible	Director of Student Services		
Follow the College's Bomb Threat Policy and use this table as a prompt.	All		
Convene College Incident Management Team (Page 12)	Chief Finance Officer		
Collect Attendance Register	Head of School		
Calmly evacuate building using normal evacuation procedures to outside the emergency services cordon	Fire Marshall		
Take a student roll call: any missing students or staff are to be reported to police No searches are to be carried out	Fire Marshall		
If all students are present consider safe relocation to a different site.	Director of Facilities Management		
Establish Incident Control Point at a different Centre	Director of Facilities Management		
Ensure First Aiders report to Incident Control Point	Health and Safety Advisor		

Call 999 and advise emergency services of actions 1) Police 2) Fire (may be alerted automatically by alarm) For out of hours threats, key holder is to inform police immediately	Director of Student Services		
Site security: Keep all personnel out of the college until safe to return	Director of Facilities Management		
Alert as appropriate: ○ Principal ○ Vice Principal ○ Chair of Governors ○ Staff ○ Support Staff ○ Students and parents/Carers ○ Marketing Manager	Chief Finance Officer		
Consider media, PR and information sharing– See Media and Communications Checklist (Page 47)	Marketing Manager		
Transportation	Director of Student Services		
Business Continuity Considerations			
Exam timetables/ controlled assessments	MIS Manager		
Catering requirements	Executive Director of Commercial		
Re-schedule or cancel activities – record any changes made	Director of Facilities Management		
Regular updates in place for parents, staff, students	Marketing Manager		
Plan for re-opening: return to normality	Chief Finance Officer		
Prepare for Recovery Stage. Go to Section 3 (Page 48)			

Telephone Bomb Threat Sheet

[Print out and keep copies in reception and main office areas]

Date:..... Time:..... Name:.....
.....

When is the bomb going to explode?.....
.....

Where is it right now?.....
.....

What does it look like?.....
.....

What kind of bomb is it?.....
.....

What will cause it to explode?.....
.....

What is your organisation/codeword?.....
.....

Did you place the bomb?.....
.....

Why are you doing this?.....
.....

What is your name/address?.....
.....

Exact wording of threat:.....
.....
.....
.....

Telephone number (if available).....
.....

Time of call completion:.....
.....

DO NOT HANG UP THE PHONE (*Try to keep the caller talking and attract the attention of the supervisor*)

You must inform your site manager on ext:.....

Additional details:.....
.....

Gender		Tone of Voice		Behaviour of Caller	
Male		Deep		Calm	
Female		High Pitched		Angry	
Age		Nasal		Laughing	
Old		Muffled		Crying	
Young		Disguised		Excited	
		Familiar *		Slow	
		Stutter		Rapid	
		Loud		Irrational	

*If familiar, who did it sound like?

.....

Accent (specify)

Distraction/Background noises (give as much detail as possible).

Description	Yes	No	Comment
Noise on line			
Payphone tone or pips			
Operator instructions			
Any one in			
background groundline			
static			
Aircraft			
Household noises			
Crackling			
Office			
Phonebox			
Machinery			
Animals			
Music			
PA System			
Traffic			

Talking			
Long Distance			
Children			
Anything Else			

Aide-Memoire 9 – Dynamic Lockdown

For example telephone threats, suspicious packages or unexploded devices

Action	Person Responsible	Completed Time	Notes
Start and maintain Incident Log (Page 4) Record all information	Principals Personal Assistant		
On receipt of information contact Chief Finance Officer, Director of Facilities Management and Director of Student Services	Receptionist		
Contact Principal or Vice Principal (Contact Sheet Page 6)	Director of Facilities Management		
Activation of plan – note date and time	Director of Facilities Management		
If it is a telephone threat use Bomb Threat Sheet (Page 38) to record details of the call and give to Police Consider whether telephone threat is credible.	Director of Student Services		
Follow the College's Dynamic Lockdown Procedure and use this table as a prompt.	All		
Convene College Incident Management Team (Page 14)	Chief Finance Officer		
Send Alert to all staff	Director of Student Services		
Take a student roll call: any missing students or staff are to be reported to police No searches are to be carried out	Lecturers, Head of Schools		
If all students are present consider safe relocation to a different site.	Director of Facilities Management		
Establish Incident Control Point at a different Centre	Director of Facilities Management		
Ensure First Aiders report to Incident Control Point	Health and Safety Advisor		

Call 999 and advise emergency services of actions 3) Police 4) Fire (may be alerted automatically by alarm) For out of hours threats, key holder is to inform police immediately	Director of Student Services		
Site security:	Director of Facilities Management		
Keep all visitors out of the college until given safe to return message.	Director of Student Services		
Alert: ○ Principal ○ Chair of Governors ○ Staff ○ Support Staff ○ Students and parents/Carers	Chief Finance Officer		
Consider media, PR and information sharing– See Media and Communications Checklist (Page 47)	Marketing Manager		
Consider informing parents.	Director of Student Services		
Transportation	Director of Student Services		
If decision taken by CIMT to evacuate a building then calmly evacuate building using normal evacuation procedures to location as advised.	Fire Marshalls		
Business Continuity Considerations			
Exam timetables/ controlled assessments	MIS Manager		
Catering requirements	Executive Director of Commercial		
Re-schedule or cancel activities – record any changes made	Director of Facilities Management		
Regular updates in place for parents, staff, students	Director of Student Services		

Plan for re-opening: return to normality	Chief Finance Officer		
Prepare for Recovery Stage. Go to Section 3 (Page 48)			

Aide-Memoire 10 – Unplanned Loss or Shortage of Key Staff

Action	Responsible	Completed? Date/Time	Notes
Start and Maintain Incident Log (Page 4)	Executive Director of Human Resources (HR)		
Contact Principal or Chief Finance Officer or Vice Principal	Executive Director of HR		
Identify : <ul style="list-style-type: none"> ○ Which staff are absent ○ Timescale of shortage ○ Critical services disrupted 	Executive Director of HR		
Convene College Incident Management Team if necessary (Page 12) Assess: SCALE, DURATION and IMPACT	Chief Finance Officer		
Inform as appropriate: ○ <ul style="list-style-type: none"> Principal ○ Vice Principal ○ Chair of Governors ○ Teaching Staff ○ Support Staff ○ Parents/Carers ○ Students Use Communications & Media Checklist (Page 47)	Executive Director of HR		
Liaise with support organisations or services: <ul style="list-style-type: none"> ○ Supply agencies 	Executive Director of HR		
Alternative Teaching Staff ○ <ul style="list-style-type: none"> Supply teachers contact list ○ Agency staff 	Executive Director of HR		
Multi-skilled staff ○ List of staff skills location ○ Re-allocate staff	Executive Director of HR		
Class Sizes ○ Maintain acceptable ratio staff: <ul style="list-style-type: none"> students ○ Can activities be arranged e.g. sports, assemblies, external providers 	Director of Curriculum		
Support Staff ○ Consider human resources available: exam invigilators, after-college club	Executive Director of HR		
Virtual Learning Environment ^{leaders e.t.c} <ul style="list-style-type: none"> ○ Colleges own 'e learning' website, or GCSE Bitesize ○ Remote learning/assessment 	Director of Student Services		

College Timetable ○ Alternative timetable to accommodate fewer staff	Vice Principal		
Support for returning staff ○ Is any support required after absence?	Executive Director of HR		

See Unplanned Colleges Closure Aide - Memoire (Page 19) for Business Continuity through a full closure.

Aide-Memoire 11 – Denial of Access

For example preserved scene: break-in investigation, alarms not working/electronic doors

Action	Responsible	Completed? Date/Time	Notes
Start and Maintain Incident Log (Page 4)	Director of Facilities Management		
Contact Principal or Chief Finance Officer (Contact Sheet page 6)	Director of Facilities Management		
Identify disruption: <ul style="list-style-type: none"> ○ Damage to property or equipment ○ Critical service functions 	Director of Facilities Management		
Contact Police (999 or 101 for nonemergencies)	Director of Facilities Management		
Convene College Incident Management Team if necessary (Page 12) Assess: SCALE, DURATION and IMPACT	Chief Finance Officer		
Inform as appropriate: <ul style="list-style-type: none"> ○ Principal ○ Chair of Governors ○ Teaching Staff ○ Support Staff ○ Parents/Carers ○ Students 	Director of Facilities Management Executive Director of HR		
Liaise with support organisations or services: <ul style="list-style-type: none"> ○ Insurance See Contact List (Page 6)	Chief Finance Officer		
Site Security <ul style="list-style-type: none"> ○ List of key holders location ○ Consider other means of access e.g. locksmith ○ Ensure site access is restricted ○ Keep records of those at or leaving site 	Director of Facilities Management		
Health & Safety Security company <ul style="list-style-type: none"> ○ Is access limited by a hazardous event? E.g. fire, asbestos exposure, break-in ○ Ensure health and safety of site 	Health and Safety Advisor		
Make alternative arrangements to cover (as necessary): <ul style="list-style-type: none"> ○ Accommodation ○ Lessons ○ Activities ○ After college clubs or events 	Vice Principal		

Remedial Action <ul style="list-style-type: none"> ○ Initiate action necessary to regain access e.g. locksmith, repairs, cleanup ○ Monitor ongoing works and liaise with 	Director of Facilities Management		
See Unplanned Colleges Closure Aide -Memoire (Page 19) for Business Continuity through a full closure.			

Aide-Memoire 12 – Failure of Technology or Loss of Data or Cyber Incident

For example network disruption, damage to computers, ransomware attack

Action	Responsible	Completed ? Time	Notes
Start and Maintain Incident Log (Page 4)	Director of IT and Digital Transformation (DT)		
Contact appropriate Senior Post Holder (SPH) (Contact Sheet page 6)	Director of IT and DT		
In Cases of Cyber Incident: Implement Cyber Incident Response Plan (IS-08) if not already in progress	Director of IT and DT		
Establish: <ul style="list-style-type: none"> ○ Timescale of loss ○ Loss of personal/confidential data ○ Back – up offered ○ Critical services disrupted 	Director of IT and DT		
Severity of Impact: <ul style="list-style-type: none"> ○ User groups/vulnerable groups affected ○ Potential security breaches ○ Liaise with the Safeguarding Lead 	Director of IT and DT		
Convene College Incident Management Team (IMT) if necessary (Page 12) Assess: SCALE, DURATION and IMPACT	Chief Finance Officer		
Inform as appropriate: <ul style="list-style-type: none"> ○ Principal ○ Chair of Governors ○ Teaching staff ○ Support staff ○ Parents/Carers ○ Pupils Use Communications & Media Checklist (Page 47)	Chief Finance Officer		
In case of data breach: <ul style="list-style-type: none"> ○ Inform DPO ○ Instigate breach reporting procedure 	Data-Protection Co-ordinator		
Liaise with support organisations or services: <ul style="list-style-type: none"> ○ Children’s Services ○ Department for Education Services ○ Area Education Officer ○ Risk and Insurance See Contact List (Page 6)	Chief Finance Officer Director of Student Services		

<p>Alternative Data Locations or Facilities</p> <ul style="list-style-type: none"> ○ Offsite data/hard copies ○ DR Server Environment ○ Backup / Replica ○ Tape Backups 	<p>Director of IT and DT MIS Manager</p>		
<p>College Timetable</p> <ul style="list-style-type: none"> ○ Alternative timetable to compensate loss of lessons ○ Failure of remote learning considerations ○ Activities/specific sessions requiring 	<p>Vice Principal/ Director of Curriculum</p>		
<p>Site Security and Access</p> <ul style="list-style-type: none"> ○ CCTV/alarms/access Points – all functioning? Consider limiting access points if not. ○ Key holders identified ○ Identification/visitor badges for ICT support/technology companies 			
<p>See Unplanned Colleges Closure Aide- Memoire (Page 20) for Business Continuity through a full closure.</p>			

Aide-Memoire 13 – Loss of Key Suppliers, Partners or Third Parties

For example liquidation of a supplier company

Action	Responsible	Completed Date/Time	Notes
Start and Maintain Incident Log (Page 4)	Director of Finance		
Contact Chief Finance Officer (Contact Sheet page 6)	Director of Finance		
Contact Supplier/Partner and Establish: <ul style="list-style-type: none"> ○ Timescale of loss ○ Critical services disrupted ○ Back-up options - suppliers 	Area lead for supply		
Severity of Impact: <ul style="list-style-type: none"> ○ User groups/vulnerable groups affected ○ Proportion of college affected 	Area lead for the supply		
Convene College Incident Management Team if necessary (Page 12) Assess: SCALE, DURATION and IMPACT	Chief Finance Officer		
Inform as appropriate: <ul style="list-style-type: none"> ○ Principal ○ Chair of Governors ○ Teaching staff ○ Support staff ○ Parents/Carers ○ Pupils Use Communications & Media Checklist (Page 47)	Director of Finance		
Liaise with support organisations or services: <ul style="list-style-type: none"> ○ Children’s Services ○ Emergency Planning Officer ○ Department for Education Services ○ Area Education Officer ○ Risk and Insurance See Contact List (Page 6)	Director of Student & Learning Support		
Catering Requirements <ul style="list-style-type: none"> ○ Alternative lunches ○ Location - onsite/offsite 	Director of Facilities Management		
College Timetable <ul style="list-style-type: none"> ○ Alternative timetable to compensate for loss of supplies or third parties ○ Activities/specific sessions re-arranged ○ Controlled assessment and exam timetables 	Director of Curriculum		

Site Security and Access ○

Unused areas locked

up ○ Key holders

identified

○ Identification/visitor badges for secondary suppliers etc

See Unplanned Colleges Closure Aide-Memoire (Page 19) for Business Continuity through a full closure.

Aide-Memoire 14 – Loss of Utilities
For example damage to water or electricity supply

Action	Responsible	Completed Date/Time	Notes
Start Incident Log (Page 4)	Buildings Resources Manager		
Contact Assistant Director of Facilities Management and Learner Welfare Manager (contact sheet 6)	Duty Warden/Duty Assistant Hotel Services Manager		
Convene Colleges Incident Management Team if necessary (Page 12) Assess: SCALE, DURATION and IMPACT	Chief Finance Officer		
Inform: <ul style="list-style-type: none"> ○ Governors ○ Teaching Staff ○ Support Staff ○ Parents/Carers ○ Pupils Use Communications & Media Checklist(Page 48)	Director of Facilities Management		
Liaise with support organisations or services: <ul style="list-style-type: none"> ○ Insurance See Contact List (Page 6)	Chief Finance Officer		
Alternative Teaching Location ○ Areas of college not affected ○ 'Buddy College' facilities	Director of Facilities Management		
Catering Requirements ○ Alternative lunches <ul style="list-style-type: none"> ○ Location - onsite/offsite 	Executive Director of Commercial		
College Timetable ○ Alternative timetable to compensate for loss of lesson time <ul style="list-style-type: none"> ○ Alternative start or finish time. ○ Controlled assessment and exam timetables 	Director of Curriculum		
Site Security and Access ○ <ul style="list-style-type: none"> Unused areas locked up ○ Key holders identified ○ Identification/visitor badges for utility workers 	Director of Facilities Management		
See Unplanned Colleges Closure Aide – Memoire (Page 19) for Business Continuity through a full closure.			

Communications and Media Checklist

Actions	Completed Date/ Time
Identify Communications and Media Lead	
Start and maintain a log (Use a copy of the Log Sheet on Page 4 if required)	
Liaise with emergency services and establish if they will be handling media	
Contact Communications Unit on during office hours And for out of hours calls	
Gather facts: who, what, when and credibility of source	
Agree statement with partner agencies (Police, Fire, Ambulance & Local Authority)	
Check statement with legal advisers, if necessary	
If possible alert staff that a statement will be released at an agreed time – this is preferable to giving a ‘no comment’ answer to the media	
Type out press statement ready to be emailed or handed out on site – Council Communications Unit is also able to help with this	
Consider management of on-site media: parking and refreshments if appropriate	
Identify all interested parties that may need informing and prioritise: Use Specific Incident Aide-Memoires as a prompt	
Always use information provided by Police, Fire, Ambulance & other Local Authorities or other services to inform parents, carers and the public	
Designate a helpline number - The Local Authority Communication Unit may also be able to provide this service	
Keep phone lines for Emergency Services/Local Authority separate to the public or family/carers helpline	
Set up answer phone message which can be updated regularly	
Contact those directly affected either through a telephone conversation or face to face if possible	
Use text messages for quick transfer of information – not ideal in more sensitive circumstances or where alarm may be caused.	
Update the college website	
Use the local radio as a communication resource	
Use social media to spread advice and information: Facebook, Twitter e.t.c	

Section 3

Recovery

Recovery: Short and Long Term

The purpose of the recovery and return to 'business as usual' phase is to resume normal working practices for the college as quickly as possible, therefore planning for recovery will be initiated by the college as soon as it is practically possible during the incident. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. from a different location.

An action plan needs to be agreed for this final phase of the incident response. The following issues need to be considered as part of the action plan:

- the ongoing safety, health and wellbeing needs of the college community,
- the environment and physical infrastructure,
- the financial and economic recovery of the college,
- communication strategies,
- the longer term impacts e.g. anniversaries, memorial services and VIP visits,
- learning lessons from the incident to inform the future development of the business continuity plan.

	Action	Further Info/Details	Responsible?	Complete?
1.	Recovery Agree and plan the actions required to enable recovery and return to normality.	<ul style="list-style-type: none"> ○ Agree actions dependant on the nature of the incident. ○ Set timescales with responsibility for completion clearly indicated. ○ Use Recovery Log on the following page (50) 		
2.	Long Term Support Respond to any ongoing and long term support needs of staff and students	<ul style="list-style-type: none"> ○ Educational Psychologists ○ Voluntary organisation support ○ Educational support from staff ○ Bereavement Services ○ Literature/advice on available help 		
3.	Communication Once recovery actions are complete, communicate the return to 'business as usual'.	<ul style="list-style-type: none"> ○ How? ○ Who? ○ When? Use Communications and Media Checklist (Page 47)		
4.	Debrief Carry out a 'debrief' of the incident with staff (and possibly with students).	<ul style="list-style-type: none"> ○ Carry out a full incident debrief (Page 52) ○ Document any improvements to be made and any lessons learned 		
5.	Plan Review Review this Emergency and Business Continuity Plan in light of lessons learned from the incident and the response to it.	<ul style="list-style-type: none"> ○ Implement recommendations for improvement and update this plan. ○ Produce revised version of the plan ○ Ensure all College Incident Management Team members and relevant personnel are aware of the changes 		

Recovery Log Sheet

Actions	Person Responsible	Completed Date/Time

Debrief and Lessons Learned

A debrief is a review that is carried out following an incident when all persons involved can be present. The debrief will ideally be arranged as soon as possible by the Incident Lead to get an accurate and reliable account of what happened and to allow for important lessons to be identified.

1. The person co-ordinating the incident needs to attend as well as key members of the incident team.
2. Appoint a facilitator, ideally someone who was not closely involved in the incident who can ask questions from an independent and non-biased perspective. The facilitator should be briefed to allow them to delve in more depth into key positives and criticisms. This is something that Resilience Unit can do on behalf of the college if requested. Contact the Resilience Unit on [redacted] or email: [redacted]
3. Go through the incident response step by step. Revisit the emergency plan and identify any deviation from plan. What changed and why?
4. Ask for specific feedback on a series of headings based on the key issues / areas for example:
 - **Procedures** ○ **Communication** ○ **Liaison** ○ **Finance** ○ **Public Relations** ○ **Health and Safety** ○ **Resources**

The key questions to address are:

- **What went well?**
 - **What didn't go so well?**
 - **What would we do if we were in the situation again?**
5. Use the Example Agenda for an Incident Debrief as a guide (Page 52)
 6. Complete a report to document recommendations and opportunities for improvement and any lessons identified. It is important that the Principal or Chair of Governors takes ownership of the report to ensure that any actions are taken forward.

Example Agenda for an Incident Debrief

1. Welcome & introductions	
2. Summary of the incident	
3. Aim of the debrief	
4. Lessons learned:	
<input type="checkbox"/> Procedures	
<input type="checkbox"/> Communication	
<input type="checkbox"/> Liaison	
<input type="checkbox"/> Finance	
<input type="checkbox"/> Public Relation	
<input type="checkbox"/> Health and Safety	
<input type="checkbox"/> Resources	
5. Summary of actions to carry forward	
6. Any other business	
7. Close of debrief	

Inclusion Support – Critical Incident Response

Defining a Critical Incident

A 'Critical Incident' may be defined as a sudden or unexpected event which seriously traumatises or causes a significant degree of distress to members of the college population. Such incidents may involve:

- Death of a student or member of staff
- Serious injury, accident or disturbing event
- Abduction or student reported missing
- Major emergency such as a fire or explosion.

The Critical Incident Response Team

The Critical Incident Response Team (C.I.R.T) is based at the address below. It consists of members of inclusion support drawn from across our multi-professional teams. We are essentially a 'quick response' team that can mobilise support to colleges, usually within 24 – 72 hours of the incident.

What level of support is offered to colleges?

- The C.I.R.T Coordinator or representative team member will make contact with the college after being contacted by the college or other source.
- Members of the C.I.R.T. team will visit the college to discuss the situation in more depth with the Principal or designated senior member of staff.
- The purpose of this meeting is to clarify the facts of the incident; identify those directly involved and to assess the college's ability to cope.
- Advice is available to parents in how to support students involved in a Critical Incident.
- Advice for staff regarding managing trauma in college, including how to cope with overt reactions such as anger and guilt and how to provide appropriate pastoral support.
- All members of the C.I.R.T work under a code of ethics; an important part of which is to be mindful of confidentiality. A written record of any support will be securely filed.

External contacts to support traumatic events:

- CRUSE Bereavement Care
- Support through your local church or other place of worship
- Support through consultation with your GP
- The Child Death Helpline – 0800 282 986 or 0808 800 6019. Open Mon - Friday from 10am to 1pm and every evening 7pm to 10pm
- The Child Bereavement Trust (CBT) – 01494 446 648
- Road for you (RF4U) – 08088 081677 (Support for young people following a bereavement)

Contact Details:

Inclusion Support Tel:

Section 4

Resources

College Site Information

This section contains all site plans and maps that are specific to the college and may be needed in an emergency situation, including:

- 1 Postcodes for College sites
- 2 Service providers

1. Post Codes for College Sites

LOCATION	POST CODE
MOULTON CENTRE WEST STREET	NN3 7SY

HOLCOT CENTRE PITSFORD ROAD	NN3 7SX
LODGE FARM Management Centre	NN3 7QL
PITSFORD CENTRE (Formerly Known As Stud Farm)	NN3 7QL
ENVSA	NN10 8HN

2. Service Providers

Service Description	Supplier	Contact	Telephone	Mobile	Out of Hours
Air Con Maintenance	Ambivent Ltd		01604 645788	0793 3601560	
Heating/Plumbing	Ambivent Ltd		01604 645788		
Heating/Plumbing	David Whiting Ltd			07850269025	
Oil Fired Boilers Maintenance	David Whiting Ltd			07850269025	
LPG fired boiler maintenance	David whiting Ltd			07850269025	
Electrical Maintenance	IES		01604 810971		
Building Contractor	Mark Chapman	Mark Chapman	01604 831009	07845 779511	
	Mark Worth	Mark Worth	01536 799367	0754 0762570	
	R.A .Savage	Sam Savage	01933 682236	07860450235	
	Hewlett & Sons	John Hewlett		07850853037	

Electricity Distributor	Western Power Distribution		0800 0568090	Post Code Of Site To Be Quoted:	0800 0568090
Gas Distributor	Cadent		0800 111 99	Post Code Of Site To Be Quoted:	0800 111 999
Water Supplier	Anglian Water		08457 145145		08457 145145
Telephones - external	BT	Assurance Team	0800 154022	Account Number VP72963270	
Telephone Switch	Entropic Voice & Data		0845 3305539		
Emergency Glazier	Glass Northampton		01604 233343		
Fire Alarm	ADT	ALARM RECEIVING CENTRE	0344 8001999	Contract Number 233545	0344 8001999

Service Description	Supplier	Contact	Telephone	Mobile	Out of Hours
Intruder Alarms, door access & car park barriers	Smarter Security Solutions		0345 2577318		0345 2577318
Keys & Locks	A & A Corby Locksmith		01536 402244	07584428271	
Sports Hall/HE Building	Pickering Europe Ltd		0121 4766400	Contract Number 4/5654	0121 4766400
Phase 2 Residences/Pitsford	Pickering Europe Ltd		0121 4766400		
Social Centre	Schindler		0800 335566		
Thomas Harrison	Otis		0800 181363	Contract Number 52477N, C.No CF6548	
Chris Moody Centre	Kone		0800 6520692		
Phase 3 Residences	Axess2		01200405005		

Pest Control	Rentokil		0800 9171982	Contract Number C/GC077882	
Roofing Contractor	D Tasker	Darren Tasker	01604 843332	07976 673631	
Waste Treatment Plant	Cargate Engineering	Nigel Milsom	01284 386538	07974495362	
Drainage	Drainjet	Peter Wood	01536 524417	07821 658163	07821 658163

3. Location of Mains Electrical Distribution Equipment Moulton

LOCATION OF MAINS ELECTRICAL DISTRIBUTION EQUIPMENT	
SITE	LOCATION
MOULTON CENTRE	H.E. BLOCK - MAIN PLANT ROOM
	LRC - GF PLANTROOM off SEMINAR ROOM 1
	SOUTHOLME - BASEMENT
	THOMAS HARRISON - GF PLANTROOM M12/M13
	SOCIAL CENTRE - BASEMENT PLANT ROOM
HOLCOT CENTRE	CLASSROOM H4 - FIRST FLOOR CUPBOARD
	NEW CONSTRUCTION WORKSHOP
	PHASE 3 RESIDENCES - MAIN PLANT ROOMS
	SPORTS CENTRE - PLANTROOM
LODGE FARM	NASEBY - CUPBOARD INSIDE
	LOFT AREA ABOVE NASEBY
	(ACCESS VIA LADDER AND EXTERNAL DOORS)
PITSFORD CENTRE	EXTERNAL SWITCH ROOM - REAR OF CLASSROOM P1
	(FACING NEW TEACHING BLOCK AND ACCESS FROM BEEF UNIT SIDE ONLY)

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15 LOCATION OF SPILL KITS

- 1 GOODS IN @ HOLCOT
- 2 PLANT ROOM NEXT TO ABINGTON PARK VETS @ HOLCOT
- 3 PLANT ROOM NEXT TO EQUINE OFFICE @ PITSFORD
- 4 OFFICE BY MECHANISATION (OPP. DIESEL TANKS) @ LODGE FARM 5
 DIESEL TANKS @ LODGE FARM