

# Brook Learning Trust

## Business Continuity / Emergency Situation Action Planning: Executive Summary

### Introduction

At Brook Learning Trust we bring together our unique academies in our belief in the power of education to change lives and communities. It is our steadfast purpose to challenge and defy the barriers that constrain the educational progress of any child. We set high aims for aspiration and secure collective responsibility for all our children's achievements. Our work is underpinned by the values of Integrity, Respect, Courage, Optimism, Excellence and Accountability.

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### 1. Purpose of this Plan

Disasters can be difficult to prevent, but by anticipating their effects and putting in place a carefully prepared Recovery Plan, the effects can be mitigated.

A Disaster Recovery Plan is crucial because:

- Considerable time and effort can be saved when a disaster happens
- It should assist all parties in taking control of the situation immediately
- Staff and resources can be allocated to the most important aspects of the recovery
- It provides a clear definition of how to manage resources after a major incident
- It will offer advice on how to best handle media enquiries and avoid bad publicity

This plan anticipates incidents such as fire, storms, theft, burst pipes, malicious damage and death/accident/injury to students, staff and other persons, and technical or catastrophic events that require immediate attention. The plan provides a summary of the key steps and key information critical to the recovery of each Academy.

## 2. Aim and Objectives of this Plan

BLT emergency situation response planning aims to mitigate the effects of any emergency situation which occurs at a Trust academy site and/or involves students and/or staff of a Trust academy.

The supporting objectives are to:

- Prevent/minimise the loss of life, injury and ill health to pupils and staff
- Alert and work with relevant external parties as necessary  
eg specialist emergency, government and council services and authorities
- Inform and liaise with academy councillors, staff, parent/guardians/carers and students
- Manage the situation until the relevant support arrives
- Minimise disruption to the normal daily routine of students and staff
- Ensure appropriate information is shared with the media
- Support students, staff and parents/guardians/carers during and after an incident

Paper copies of this plan and relevant appendices are held at each academy by the Head of Academy Administration:

The Hayesbrook School	Nicki Young	youngn@hayesbrook.kent.sch.uk
The High Weald Academy	Julie Warman	warmanj@highwealdacademy.kent.sch.uk
The Ebbsfleet Academy	Katherine Simmonds	simmondsk@theebbsfleetacademy.kent.sch.uk

Paper copies of this plan and relevant appendices are held offsite by the following persons:

The Principal, Chair of Academy Council and Site Manager at each academy  
The CEO, Finance Director, Estates Manager and BLT Chair

Trust and academy staff will be informed of the contents of this plan via Trust and Academy websites

### General Guidance Notes

In preparation for a potential disaster affecting Trust Academies, the following processes need to be catered for:

#### Incident Manager

A senior staff member (and a deputy) should be pre-identified to take charge of a disaster. This individual should have sufficient seniority to act on his or her initiative, and also be able to be released from normal duties to oversee the disaster recovery/response. Usually it would not be recommended that the Chief Executive/Academy Principal be selected for this role as they should be free to deal with general matters however, when staff numbers are limited, this may be unavoidable.

#### Information

From the first notification of the incident, there will be a pressing need for urgent information along the following lines:

What has happened and how serious is it?

What facilities have been affected and are 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?

A suitable member of staff should be designated responsibility to establish this information and relay this to the Incident Manager.

#### Communications

A line of communication to notify the Incident Manager/Deputy of an incident should be the first priority. There should be a small team assembled to respond to the incident and the functions covered should be:

1. Media Liaison
2. Education Authority/Ofsted Liaison
3. Staff Liaison
4. Student/Parent Liaison
5. IT Recovery Systems
6. Insurance Claim/Recovery Financing
7. Premises and Equipment Resources
8. Curriculum Issues (course material, examinations, etc)

### **Planning Measures (Initial Phase)**

The Incident Manager should establish a location for the team to meet, and an emergency meeting should be convened. The initial information should be given to all team members and a 3-day strategy agreed for each function along the following lines.

#### **Media Liaison**

A press release or press conference should be arranged. The press may pressurise the Academy for details and an organised response should save a lot of time. Designating an individual to deal with the press will free the rest of the team to deal with the disaster recovery issues. It is recommended that a frank approach be taken with the press to keep them on side. Good press coverage may be helpful - e.g., local assistance and support may be generated, and the long term standing of the Academy should not be affected.

#### **DfE/Ofsted/LA/ESFA Liaison**

Plans for temporary facilities, major curriculum interruption and continuation of funding will be important aspects of the disaster recovery. In the first 3 days, detail will be short and basic contact only will probably suffice.

#### **Staff Liaison**

A cascade of contact should be arranged. Staff contact data should be kept off site. Staff not involved in the recovery should stay at home. Welfare counselling may be required if the incident is traumatic. A provider of such services should be pre-identified.

#### **Student/Parent Liaison**

As per staff liaison. Parents should be kept fully apprised of developments to avoid mass queries hampering the process.

#### **IT Systems Recovery**

Replacement hardware (the minimum required operationally) should be sourced, and back-up software/data reinstated at the earliest opportunity. The Incident Manager and team will probably need access to the information. Pre-planning (and periodic testing) for back-up/recovery of systems is essential. An arrangement for off-site storage of critical software and data back-up should be maintained.

#### **Insurance Claim/Recovery Financing**

The adjuster should liaise with the Disaster Team at the earliest opportunity and should be apprised of measures being taken. The adjuster should be viewed as a source of help and guidance, and not as an administrative burden. Sources of funding to finance continuing Academy functions and the disaster recovery are essential early day issues to cover. Essential paper records and documents should be copied and kept off site.

#### **Premises and Equipment Resources**

Early measures should include damage mitigation, equipment salvage and protection and isolation of the damaged area for safety purposes. Temporary telephone facilities and power are a priority, as is a location for the disaster team to meet.

The next phase will entail planning and sourcing temporary buildings and equipment as necessary. Pre-identification of suppliers will help. Access, location and services for temporary structures should be considered – it may be possible to bring temporary buildings onto the site, although alternative local facilities may be required for specialist aspects of the curriculum.

### **Curriculum Issues (course material, examinations, etc.)**

A plan should be prepared to establish the needs and problems in this area. Early measures here are mainly on the identification side, so that a more detailed strategy can be prepared for the next phase of the recovery.

### **Subsequent Phases**

It is difficult to pre-plan too much detail for the follow-up stages of the disaster recovery, as this will be largely dictated by the individual circumstances. There should, however, be a continual monitoring and review of progress and the formulation of a longer-term strategy. Planning here should not be rigid, and should be adapted in the event of changing circumstances.

### **Academy Action Plans**

Each Trust Academy must have an action plan, updated when required by the Incident Manager. Plans must include the following:

- Site Plan
- Disaster Team contacts (including home contact details)
- Subjects to be considered, to:
  - 1) Ensure computer back-up systems are in place on all servers and improve paperback up procedures where possible
  - 2) Establish timescale for emergency replacement of critical equipment and supplies
  - 3) Identify key functions (which cannot be suspended) and non-key functions (which can)
  - 4) List the lengths of time for which some activities could be temporarily suspended in the short term
  - 5) Prepare skeleton emergency cash flow requirement spreadsheet - leaving space for unknown costs (such as temporary buildings and equipment replacement). This will provide a framework for interim payment requests
  - 6) Review current proposed disaster team to ensure the duties have been apportioned satisfactorily
  - 7) Ensure, where possible, duplicate copies of all course materials kept in separate buildings
  - 8) Plan information cascade systems and provide telephone numbers to all staff involved
  - 9) Identify administration PC and software requirements
  - 10) Plan telephone hotline arrangement and identify emergency telephone requirements

## **3. Responding to an Emergency Situation**

### **3.1 Immediate Response and Subsequent Action/s**

The member of staff witnessing or first discovering the emergency situation will be responsible for initiating the immediate response to the threat. This may involve:

- Summoning help / calling emergency and other support services (see appendix 1.1)
- Taking charge of the scene until support arrives
- Securing the immediate welfare of those involved eg by organising shelter or evacuation
- Alerting the Principal or SLT member in charge in the former's absence

- Logging relevant information eg location and time of emergency, details of persons involved, summary of events, etc.

### 3.2 Cascading Information

Once the initial alert has been made, consideration must be given as to which other persons and organisations should be informed of the emergency situation. An information sharing cascade will be maintained at each academy (see appendix 1.4).

### 3.3 Dealing with the Media

The Principal or SLT member responsible in the former's absence should consult with the CEO or the CEO's delegated deputy before making any statements to the media. The CEO or CEO's delegated deputy will liaise with the Principal, Chair of Academy Trust and Chair of the Trust to manage publicity as far as is possible.

## **4. Management of Emergency Situations: Information Grab Files**

Grab files are maintained and updated by the Office Managers at each academy.

### Contents of Emergency Situations Grab Files

- 4.1 Contact details for emergency and other support services (appendix 1.1)
- 4.2 Site plan of the academy (appendix 1.2) showing
  - Fire call points and assembly location(s)
  - Fire hydrants
  - Chemical stores
  - Boiler House/s
  - Electricity, gas and water services cut off points
  - Location of ICT servers and other key ICT locations
  - Details of lettings: premises, dates, times, etc
- 4.3 Names of responsible persons/key holders (appendix 1.3) to contact in incidents involving:
  - Inclement Weather including flooding
  - ICT
  - Educational Visits
  - Work Placements
  - Lettings
- 4.4 Information Sharing Cascade (appendix 1.4)
- 4.5 Out of hours emergency working arrangements (appendix 1.5)
- 4.6 Medical information for students/staff with specific medical needs (appendix 1.6)
- 4.7 List of trained staff first aiders (appendix 1.7)
- 4.8 SLT member with responsibility for safeguarding and student welfare (appendix 1.8)
- 4.9 Site Evacuation Plan (appendix 1.9)
- 4.10 Emergency Action Log Template (appendix 2)
- 4.11 Emergency Action Plan Template (appendix 3)
- 4.12 LA Designated Emergency Site Instructions where applicable (appendix 4)

Emergency Situation Grab Files are held at each academy at Reception and in the Site Manager's office. Packs are held off site by the CEO, the Finance Director, the Principal, the Estates Manager. Emergency Situation Grab Files are held at each academy at Reception and in the Site Manager's office. Packs are held off site by the CEO, Finance Director, Principal, Estates Manager, Site Manager, Chair of the LGB and the Trust Chair. Electronic copies are posted on academy websites.

## **5. Completing an Emergency Action Log**

All staff members acting in response to the emergency situation should complete an emergency action log (see template at appendix 2). Logs will be collated by the Principal or his/her delegated officer or incident manager.

## 6. Completing an Emergency Action Plan

Where the Principal or his/her delegated officer deems the emergency situation to be of a sufficiently serious nature with ongoing consequences, an Emergency Action Plan will be completed (see template at appendix 3).

## 7. After the Emergency: Counselling & Welfare

The Trust recognises that the effective management of an emergency response may include the provision of support after the event. Those involved in an emergency situation will be given the opportunity to discuss their experiences with colleagues and counsellors. Recovery timelines will take into account the requirements of those involved for continuing support.

Following the initial management of the emergency situation, Trust and academy managers will conduct a post-emergency assessment review to assess actions taken and evaluate systems. The testimony and advice of professional support service personnel will be sought where applicable.

## 8. Academy Sites which are LA Designated Emergency Centres

Instructions will be included in the relevant academy Emergency Situations Grab File (appendix 4).

## 9. Checklist to Facilitate Emergency Situation Planning

The following checklist is not exhaustive but is intended to aid emergency contingency planning at each academy.

Subject for Consideration	Yes	No	Comments / Actions
<u>Grab File</u>			
Is the Emergency Situation Grab File up to date and readily available?			
<u>Responsible Persons</u>			
Does the academy have a designated Emergency Response Team (ERT) in place?			
Have members of the ERT established their roles and responsibilities?			
Are arrangements in place to respond to out-of hours emergencies?			
<u>Staff Awareness &amp; Welfare</u>			
Has all-staff ownership of emergency planning been established?			
Is there an outline plan for the provision of counselling to pupils, staff, parents/guardians/carers should the need arise?			
<u>Maintenance of records</u>			
Are procedures in place to ensure relevant contact details are maintained and updated? Are copies stored off-site?			
Assets Register: are copies stored off-site?			
Are records kept in a secure and accessible place?			
Are essential records kept in a fireproof safe?			
<u>ICT</u>			
ICT systems: are regular back-ups made and accessible from off site?			

Subject for Consideration	Yes	No	Comments / Actions
<u>Site Information</u>			
Are the locations of gas/water/electricity cut-offs clearly recorded and available in the case of an emergency?			
Is the asbestos register available in the case of an emergency?			
Have local hazards been identified eg train lines, major roads, neighbouring industrial estates etc?			
Are procedures in place for events of inclement weather, flooding, etc?			
Has a site evacuation contingency plan been drawn up?			
<u>Fire</u>			
Are statutory precautions against fire in place and sufficiently robust?			
Have precautions been taken to reduce the threat of arson?			
<u>Educational Visits, School Trips, etc</u>			
Are details of staff/pupils on educational visits and work experience known to relevant staff?			
Have risk assessments been undertaken where necessary and in line with policies (eg school trips) and control measures implemented to reduce identified risks?			

## 10. Suggested Emergency related Roles and Responsibilities

The following list of roles and responsibilities should be adapted to suit the circumstances of each academy and populated

Role	Responsibility	Person/s responsible
Incident Manager	<ul style="list-style-type: none"> <li>Consider the need to alert other colleagues and external agencies</li> <li>Establish an Emergency Response Team and allocate roles</li> <li>Collate all relevant information relating to the emergency</li> <li>Co-ordinate the emergency response strategy, liaising with relevant authorities, support agencies and emergency services</li> <li>Evacuate buildings/close the academy as necessary</li> <li>Monitor the emergency response</li> <li>Provide regular staff/team briefings</li> <li>Authorise any additional expenditure with the agreement of the BLT Finance Director</li> </ul>	Principal
Deputy Incident Manager	<ul style="list-style-type: none"> <li>Assists Incident Manager</li> <li>Co-ordinates and manages Emergency Response Team</li> <li>Monitors staff welfare and organises staff duty rotas</li> </ul>	Vice Principal or other SLT member
Role	Responsibility	Person/s responsible
Parent Liaison Officer	<ul style="list-style-type: none"> <li>Advises parents and provides information as instructed by the Incident Manager</li> <li>Provides point of contact for parents</li> <li>Arranges on site co-ordination of visiting parents</li> <li>Maintains regular contact with parents as appropriate</li> </ul>	Allocated Member of Staff
Administrator	<ul style="list-style-type: none"> <li>Collate information concerning the emergency</li> </ul>	Office Manager or

Information conduit	<ul style="list-style-type: none"> <li>• Maintain a log of events, decisions and actions</li> <li>• Ensure telephones/emails are answered</li> <li>• Field incoming and outgoing messages</li> <li>• Provide administrative support</li> </ul>	Allocated Member of Staff
Communications Officer Media Spokesperson	<ul style="list-style-type: none"> <li>• Acts as point of contact for media enquiries</li> <li>• Works with PR agency to prepare media statements</li> <li>• Assists with internal communications</li> </ul>	Allocated Member of Staff or Trust Executive Team member
Teachers	<ul style="list-style-type: none"> <li>• Ensure the safety and security of students</li> <li>• Monitor students' physical and psychological welfare</li> <li>• Continue curriculum delivery as far as is possible</li> <li>• Register students as necessary</li> </ul>	
Estates Manager & Site Manager	<ul style="list-style-type: none"> <li>• Ensure security of the site</li> <li>• Provide information about site facilities etc as necessary</li> <li>• Oversee access/egress to the academy</li> </ul>	

#### **POLICY REVIEW AND RATIFICATION**

Policy reviewed every two years and ratified by the Trust Board from March 2019

This review by the Finance Director in November 2016  
and Estates Manager

Summary of amendments to this iteration: Minor amendments only  
Names etc updated in December 2017

Ratified by BLT Audit & Risk Committee November 2016

Next full review & ratification will fall in line with March 2019  
revised policy control schedule



## Appendices for Completion by each Academy

### Appendix 1.1

Emergency Situations Contact Details	
Emergency services: national and site specific	999 Numbers/email addresses etc

### Appendix 1.2

Site Plan of the Academy	
Map to include: <ul style="list-style-type: none"><li>○ Fire call points and assembly location(s)</li><li>○ Fire hydrants</li><li>○ Chemical stores</li><li>○ Boiler House/s</li><li>○ Electricity, gas and water services cut off points</li></ul>	

### Appendix 1.3

Names of Responsible Persons / Key Holders	
Names	Numbers/email addresses etc

### Appendix 1.4

Information Sharing Cascade	
Names of Responsible Officers, Principal, SLT members, Site Team members, ICT officers, Chair of Academy Council, etc	Numbers/email addresses etc

### Appendix 1.5

Out of Hours Emergency Working Arrangements	
Working procedures to be adopted in the event that out of hours duties must be performed in an emergency situation	Means of communicating news of an emergency with staff out of hours

### Appendix 1.6

Medical Information for Students/Staff Members with specific medical needs	
Names of Student/Staff Member	Medical Information

### Appendix 1.7

First Aiders	
Names of Staff Member	Contact details

### Appendix 1.8

Child Protection Officers	
Names of Staff Member	Contact details

Appendix 1.9

Site Evacuation Plan	
List of processes to be followed	
Names of persons tasked with approving a site evacuation and implementing these processes	Contact details
Decamp Site/s	Mode of transport to decamp site/s
Means of communication to stakeholders	

Appendix 2

Emergency Action Log				
Date/Time (24 hrs)	Incident / Situation	Name of Person acting	Nature of Action	Comments

Appendix 3

Serious Incident or Emergency Action Plan Template	
Description of Incident or Emergency	Persons involved
List of actions taken to date	Copied from Emergency Action Log Persons to whom the actions have been allocated
Best case resolution	
Actions to be taken to attain the above	Persons tasked with these actions

Appendix 4

LA Designated Emergency Site Instructions (where applicable)	
Instructions	Contact Details