



Cloughwood
Academy

Crisis Management Plan

Version and Date	Author	Committee Responsible	Review frequency	Approval	Next Review Due
1.3 20.06.2023	Miss M Duval	LGB	Annually	Approved by the LGB on 28.06.2023	28.06.2024
1.4 10.06.2023	Mrs R Whyles	LGB	Annually	Approved by the LGB on 26.06.2024	26.06.2025

Appendix 1 (Useful Numbers) and Appendix 2 (Staff and Trustee Cascade Lists) not attached to website version of policy due to GDPR.

Table of Contents

1.0	Introduction	4
2.0	Definitions.....	4
3.0	General Information	4
3.1	Emergency Contact Information	4
4.0	Activation	5
4.1	Off-site Incidents.....	5
5.0	Roles and Responsibilities	6
5.1	Incident Management Team (IMT)	6
5.2	Staff	6
6.0	Emergency Action List.....	6
6.1	CEO	6
6.2	Incident Management Team	9
6.3	Admin.....	11
7.0	Procedure for Closing the Academy	12
7.1	Closure in advance of a School Day	12
7.2	Closure during a School Day	12
7.3	Immediate Places of Safety	12
7.4	Off-Site Place of Safety	12
8.0	Lockdown Procedure	13
8.1	Pupil Lockdown	13
8.2	Lockdown.....	13
9.0	Business Recovery in the Event of a Loss of Buildings or Site Space	14
9.1	General	14
9.2	Insurance.....	14
9.3	Replacement Site Facilities.....	14
10.0	Recovery Action Plans for Threats to Normal Business Delivery	13

1.0 Introduction

The Cloughwood Academy Crisis Management Plan (CMP) has been written for those who will be involved in re-establishing the operational delivery of services following a major incident. It comprises:

1. Critical Incident Plan (actions to be taken immediately the school becomes aware of an incident)
2. Business Continuity Plan (actions to aid recovery following an incident)

The CMP should be read in conjunction with:

- The Academy's fire evacuation plan (the operation of which does not necessarily activate the BCP)
- Fire risk assessment.
- Staff Contact Cascade

This document should be reviewed annually by the Senior Leadership Team and the Local Governing Body.

2.0 Definitions

An **emergency** is any event which causes, or has the potential to cause injury, loss of life, damage to property or significant business disruption.

A **disaster** is the escalation of an emergency to the point where normal conditions are not expected to be recovered for at least 24 hours.

3.0 General Information

3.1 *Emergency Contact Information*

An emergency information pack is kept in the main office and includes:

- Copies of this document
- Staff Contact Cascade

Access to staff and student data, with home phone numbers, can be accessed by the admin staff from Arbor.

4.0 Activation

If a disaster is declared by the CEO or Headteacher, the CMP will be activated. Staff communication will be via email, WhatsApp and the website if this is operable, or by use of the cascade telephone lists if not.

The following people/organisations *may* need to be advised of the implementation of the CMP as soon as possible (the Council will likely only get involved in more serious incidents, but you may want to inform them anyway):

Name		Working hours contact	Out of office hours contact
Cheshire West and Chester Critical Incident Reporting		01244 977818	0300 123 7035
CWAC School Closures		01244 972398	incidentreporting@cheshirewestandchester.gov.uk
CWAC Strategic Lead CIRT	Jeanette Cain	01244 976778	079202 95078 07525 753938 (Home)
CWAC Senior H&S Advisor	Eric Burt	01244 972229	07732 468160
CWAC Transport	Mary Jefferson	01244 973052 0300 123 7039	07702 119642
Brandalls Cleaning	Paul Coakes	07387933336	
CWAC Media Relations Manager	Philip Green	pressoffice@cheshirewestandchester.gov.uk	
Ofsted		0300 123 1231	
Health and Safety Executive (HSE)		0345 300 9923	0300 003 1747
RPA		03300 585566	
Local Police		101	999
Northwich Fire Service		01606 42283	999
Northwich Victoria Infirmary		01606 564000	999
Leighton Hospital		01270 255141	999
Electricity Network Operator		0800 001 5400	
Transco - Gas emergencies		0800 111 999	
Water Plus (Water)		0345 072 6072	

See Appendix 1 for further useful numbers

4.1 Off-site Incidents

In the event of an emergency occurring offsite during Learning Outside the Classroom (LOTG) activities, the member of staff in charge of the trip/visit will notify the school/SLT immediately. The SLT will then activate the CMP and must have regular contact with the trip leader. See the LOTG Policy for further details.

5.0 Roles and Responsibilities

5.1 Incident Management Team (IMT)

Lead by the CEO, the Incident Management Team includes the Headteacher (HT), Deputy Headteacher (DHT), Chief Finance Officer (CFO), Head of Care and Boarding (HoCB) and the Site Manager. Additional members of the team will be recruited to match the specific needs of the incident.

The IMT is responsible for acting under the direction of the CEO (or their deputy) to restore normal conditions as soon as possible.

Role	Responsibilities	Alternative
Chief Executive Officer	Information gathering, overall coordination, communication with all audiences including with the media, written log of events	HT
HT	Deal with other pupils and staff on site, keeping disruption to a minimum	DHT
CFO	Communication with support staff, maintain up to date BCP	HT
Head of Care	Communication with parents	DHT
Site Manager	Coordination of Emergency Services	CFO

5.2 Staff

Staff are required to co-operate with the IMT in support of the CMP.

If staff are sent home, they should remain available during normal working hours to assist with necessary tasks.

6.0 Emergency Action List

6.1 CEO

Stage 1 – Initial Actions

- Open and maintain a personal log of all factual information received, actions taken and the time of those events.
- Make every attempt to clarify exactly what happened.
- Consider whether the incident needs to be reported to CWAC Critical Incident Reporting Team (CIRT);
- If so, inform LA CIRT of factual information of the incident and establish next steps.

- If the incident does attract media attention, you are likely to be inundated with requests for interviews and statements. Try to postpone Media comment until after speaking with the LA's Media Liaison Officer.
- If deputising for the CEO, try to contact her if possible.
- Inform Chair of Governors of the incident.
- Be prepared to receive many phone calls.

N.B. It is especially important NOT to release or confirm the names of those involved in the incident before they have been formally identified and next of kin informed.

If during term time/school day

- Avoid closing the school wherever possible and endeavor to maintain normal routines and timetables.

If outside term time/school hours

- Arrange for the Site Manager to open certain parts of the school and to be available and responsive to requests.
- Arrange immediate admin support.
- Think about what you are wearing when you go into school in case you are unavoidably drawn into a TV interview.
- Call in the designated staff members of the IMT.

Stage 2 – Once established.

- Brief IMT to oversee their roles (see section 6.2 below);
- Establish with IMT areas of need.
- Contact parents early (if the incident is major, parents may already have heard). It may be appropriate to ask parents to come to school for a briefing and support. This will need to be done with utmost care.
- Be aware of how colleagues are coping.
- Brief all teams to discourage staff and pupils from speaking to the media.
- Remember to have regular breaks and encourage others to do so.
- If the incident is away from school, dissuade shocked staff from driving parents to the scene.
- Maintain regular contact with all staff and ensure all know each other's roles and responsibilities.
- Be available to see staff when required.
- Remember that some members may be so affected that they are unable to help in supporting pupils.
- Recognise that if the burden of dealing with the situation calls disproportionately on a small number of staff, they too could need professional support.

- Maintain liaison with LA CIRT.

Stage 3 – Period following the Close of the Incident

- Where appropriate seek advice from local clergy and LA CIRT on special assemblies/ funeral/ memorial services.
- Prepare report.
- Arrange for a member of staff to contact any pupils either at home or in hospital.
- Make sensitive arrangements for the return to school (as appropriate).

Stage 4 – Longer term issues

The effects of some incidents can continue for years. You may need to:

- Work with staff to continue to monitor pupils informally.
- Clarify procedures for referring pupils for individual help.
- Remember to make any new staff aware of which pupils were affected, and how.
- Be aware that some staff may need help in the longer term.
- Remember that if the incident does attract media attention, it is likely that interest will continue for many weeks.
- Remember that legal processes, enquiries and even news stories may bring back distressing memories and cause upset within the school.
- Recognise and mark anniversaries, if appropriate.

6.2 Incident Management Team

Stage 1 – Initial Actions

- Obtain full facts from CEO.
- Each member to open and maintain a personal log of information received, actions taken and the time of those events.
- Arrange admin assistance (if calling staff in from home, remind to bring keys);
- CFO to ensure all governors and chair of trustees are informed of incident and advised to follow Crisis Management Plan protocol.

Stage 2 – Once established.

Carry out specific responsibilities of role:

- CFO**
- Set up arrangements to manage visitors.
 - Agree appropriate ID of staff by issuing badges.
 - Set up arrangements to enable accurate information to flow into/out of school.
 - Ensure a dedicated telephone is made available for outgoing calls only (remember a mobile can be readily intercepted);
 - Ensure sufficient staff available to answer and log the many phone calls expected.
 - Make pre-prepared statements available to telephony staff.
 - Remind staff that some calls may be bogus.
 - Arrange, if appropriate, for team members to have a copy of pupil/ staff/ Next of Kin lists.
- HT**
- Arrange for all pupils to be told in simple terms, at an early stage (ideally in small groups and by class teachers where possible). Assist where necessary.
 - Discourage pupils from speaking to the media.
 - Arrange for all staff (not just teaching) to be called in if necessary to be briefed at an early stage.
 - Co-ordinate rapid action to sensitively inform staff and pupils and provide appropriate support.
 - Arrange subsequent briefings e.g. 2 per day for 10 mins.
 - Be supportive and aware of how colleagues are coping.
- DHT /
HoCB**
- Discourage parents from speaking to the media.
 - Maintain regular contact with parents.
 - If the incident is away from school, seek Police advice whether parents should travel to the scene or whether children should be taken home.
 - Assist in assessing the emotional needs of staff and pupils.
 - Arrange special groups for very distressed pupils.

In addition, all members are to:

- Have briefing from the CEO.
- Assist in the preparation of a statement which can be used to assist those dealing with telephone calls.
- Keep CEO fully informed.
- Debrief with all members and LA CIRT.

Stage 3 – Period following the Close of the Incident

- Assist with debriefs.

6.3 Admin

Stage 1 – Initial Actions

- Obtain full facts from CEO/CFO.
- Open and maintain a personal log of information received, actions taken and the time of those events.
- If coming from home, remember to bring in keys etc. required.

Stage 2 – Once established.

- Follow guidance from the IMT.
- Remember the school office is likely to be the first point of contact, so exercise caution when making comments.
- Take special care when answering calls early on.
- Maintain a record of all calls received.
- Only give out information from prepared statements that will be made available.
- Direct media calls to the LA Media Relations team if applicable.
- Remember that some calls could be bogus.

7.0 Procedure for Closing the Academy

7.1 Closure in advance of a School Day

The school can be closed in advance of a normal school day using the following system:

1. Closure authorised by the CEO (consultation with Chair of Governors);
2. Notification of a school closure via email to incidentreporting@cheshirewestandchester.gov.uk
3. Implementing the school staff contact cascade (actioned by SLT);
4. Recording the closure on the home page of the school website (actioned by CFO);
5. Contacting all parents/carers (actioned by Admin Team).
6. Inform Transport, Catering, Cleaners, hirers (Vivify) (actioned by Admin Team).

7.2 Closure during a School Day

It is never a preferred option to close the school during a school day but it can be done using the following procedures:

1. Closure authorised by the CEO or the HT, (consultation with Chair of Governors);
2. Recording the closure on the home page of the school website (actioned by CFO);
3. Contacting all parents/carers and Transport (actioned by Admin Team);
4. Students will continue to be supervised by staff until parents authorise them to leave or they are collected.
5. Consider use of Places of Safety (as described below).

7.3 Immediate Places of Safety

In the event of a major incident on site requiring the school to be closed, students will assemble at the principal assembly point. If senior staff decide this is not useable or safe, staff will then escort students to the reserve assembly point.

1.	Principal Assembly point - Multi Use Games Area
2.	Reserve Assembly Point - Campus playing field

7.4 Off-Site Place of Safety

If it becomes necessary to evacuate the site completely, students will be escorted into the grounds of Hartford Manor Primary School from where they can be collected or from where they can be released to make their own way home.

8.0 Lockdown Procedure

It is now possible to envisage circumstances where the school may wish to lock itself in, to secure staff and students from an outside threat, or to isolate one internal area of the school. This circumstance is described as a 'lockdown'.

Please read the school Lockdown policy in full.

8.1 Pupil Lockdown

In the event of a pupil carrying a weapon or drugs, it may be necessary to isolate that pupil in one classroom or area of the school. The following procedure would be carried out:

- CEO/HT make the decision to isolate the offender.
- Other pupils are returned to their form rooms.
- Supervision of the offender
- Carry out search/Police protocols.
- Contact parent/carer.

8.2 Lockdown

If a lockdown is declared:

- The lockdown alarm will be activated.
- All staff will remain in locked classrooms and keep students calm and away from windows.
- All students in outdoor areas, upon hearing the alarm will return inside to classroom / sports hall where they will be locked in and out of sight. Teacher to complete a register and email to admin@cloughwood.com
- Make sure mobile phones and electronic devices are on silent or turned off.

The lockdown will proceed in the following priority:

- The external gates of the school will be closed, and no one will be allowed to enter or leave the premises.
- All external doors are manually locked – Main Entrance, Kitchen, Pupil Entrance, PE, ICT, Maths, Science, Art, Playground, Residence, Site Manager exit, Gym, Primary, Vocational workshops and classrooms.
- All windows to be closed.
- SLT to check they remain locked.

Monitoring the Site Entrances:

Once the site is secure, staff should monitor Academy entrances via CCTV, and discretely from the side windows on the first floors. The gates should only be opened when visual confirmation of the presence of the Emergency Services can be confirmed.

9.0 Business Recovery in the Event of a Loss of Buildings or Site Space

9.1 General

Replacement of the buildings and facilities that have been damaged or made unavailable and the provision of temporary working facilities will be the responsibility of the School and Academy Trust for which it holds insurance (see below).

9.2 Insurance

The school purchase RPA insurance through the DfE.

9.3 Replacement Site Facilities

The size and scope of facilities required for the school will vary according to circumstance. In the first instance contact should be made with RPA on 03300 585566.

The location of the temporary accommodation will be determined based on the space required and circumstances at the time. It is preferable to either re-designate existing buildings on a temporary basis, or to erect additional temporary buildings on the current campus site.

10.0 Recovery Action Plans for Threats to Normal Business Delivery

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
Mass unavailability of staff e.g. Pandemic or Strikes	<ol style="list-style-type: none"> 1. SLT to run classes during day. 2. Close Residence and inform parent/carers and Social Care as per Section 7 above. 3. Notify parents/carers if school also needs to close. 4. Upload message to website 5. Inform Governors and Chair of Trustees 	SLT and Admin team	
Inability to open school due to Pandemic etc	<ol style="list-style-type: none"> 1. SLT to arrange virtual lessons via classroom teachers. 2. Classroom teachers to deliver virtual lessons and prepare learning packs. 3. Learning packs to be delivered to students, where possible 4. Vulnerable students to be allowed into school and supervised by existing staff, where possible. 5. Cleaning/sanitising regime to be implemented. 6. PPE to be sourced and used. 	SLT Classroom teacher Work preparation group SLT/All staff Site Manager / Cleaners Head of Care / All staff Head of Care CFO	

	<ol style="list-style-type: none">7. Residence to remain closed to all.8. Provision of food / vouchers to students in receipt of FSM9. Regular phone contact with parents/carers whilst students not in school	Classroom staff	
--	--	-----------------	--

Absence of key personnel	<p><u>CEO/HT</u></p> <ol style="list-style-type: none"> 1. DHT / AHT / Middle leaders to step up. <p><u>HoC</u></p> <ol style="list-style-type: none"> 1. SLT to undertake managerial role. <p><u>CFO</u></p> <ol style="list-style-type: none"> 1. CEO to liaise with Browne Jacobson for all personnel queries. 2. CEO to grant superuser access to NC. 3. NC to check, code and authorise all invoices and orders on system (hard copies to be signed by MD). 3. Inform accountants. 4. Site Manager to undertake H&S role. <p><u>Site Manager</u></p> <ol style="list-style-type: none"> 1. CFO to undertake role. 2. Caretakers to step up to Site Manager Role 	<p>SLT</p> <p>SLT, Care staff</p> <p>CEO, Admin, Site Manager</p> <p>CFO / Caretakers</p>	
--------------------------	---	---	--

<p>Phone and ICT Communications Loss</p>	<ol style="list-style-type: none"> 1. Inform Novus (ICT / Broadband Support Provider) 2. Upload message to school website if possible 3. If near Payroll deadlines, contact SGW via telephone (07270 500599) 4. Contact all staff/governors/parents/carers using Resi or SLT phones. 5. Novus to restore backups for admin and curriculum servers. 6. Keep paper records in interim. 7. If long term, notify suppliers via phone that payments will be delayed 	<p>CFO, Admin team</p>	
<p>Finance Process Breakdown – payments to staff & suppliers fail</p>	<p><u>Suppliers</u></p> <ol style="list-style-type: none"> 1. Contact Access Education finance for support with software 2. Contact Lloyds Bank online support for help with payments 3. Inform suppliers/customers of delays to payments/invoices. <p><u>Staff</u></p> <ol style="list-style-type: none"> 1. Contact SGW Payroll and arrange manual / supplementary payments 	<p>CFO and Admin team</p>	

Utilities / Energy Supply failure	Gas: SEFE 0161 837 3395 Electricity: Eon 0800 5015699 Water: Water Plus 0345 0720672	CFO or Site Manager	
-----------------------------------	---	---------------------	--

	Consider closing the school as per Section 7, or evacuate if necessary.		
Key Supplier Failure E.g. Catering, transport	<ol style="list-style-type: none"> 1. Contact relevant service and ascertain when full service will resume. 2. Can they provide alternatives? If not, arrange ourselves using local firms and school staff in the short-term. 	Admin, HoCB or CFO	Be aware of dietary requirements / Allergies of pupils.
Building Loss – partial or complete (Fire, Flood etc.)	<ol style="list-style-type: none"> 1. Arrange alternative premises: 2. Contact RPA – 03300 585566, rpa@topmarkcms.com. 3. Consider using alternative areas of the school buildings wherever possible. 4. Cascade info to all staff, governors, pupils, parents/carers as per Section 7 above 5. Inform hirers if affected (Site Manager) 6. Contact Novus to install alternative ICT/telephony systems and restore back-ups. 	CFO and Admin team SLT	

Short term lack of access to building e.g. through bad weather or nearby incident	<ol style="list-style-type: none"> 1. Site Manager to inform CEO/HT at earliest opportunity. 2. Close school as per Section 7 above. 3. Inform staff through cascade lists. 4. CFO to upload message to website. 5. All local staff who are able, to come in and inform parents/ carers and Transport. 6. Other staff to work from home and be available to resume work. 	SLT	
Prolonged lockdown due to nearby incident	<ol style="list-style-type: none"> 1. Parents/carers informed that pupils unable to leave. 2. Transport informed. 3. Meals provided by Care Staff 4. Arrangements made for pupils to stay on Residence overnight 	SLT	
Terrorist Attack or Threat	<ol style="list-style-type: none"> 1. Follow Section 8 – Lockdown procedure. 2. Take advice from Emergency services. 3. Inform all parents/carers 	SLT	
Exams	<ol style="list-style-type: none"> 1. Please see appendix 3 for specific actions to be taken during exam sessions. 2. The school also follows the JCQ policy, which is updated annually. 	SLT / Exams Officer Exams Officer	

Emergency evacuation procedure for examinations

When dealing with emergencies you **must** be aware of any instructions from relevant local or national agencies.

Reference should also be made to the following document -

<https://www.gov.uk/government/publications/bomb-threats-guidance/procedures-for-handling-bomb-threats>

The invigilator **must** take the following action in an emergency such as a fire alarm or a bomb alert.

- Stop the candidates from writing.
- Collect the attendance register (**in order to ensure all candidates are present**).
- Evacuate the examination room in line with the instructions given by the appropriate authority.
- Advise candidates to leave all question papers and scripts in the examination room.
- Candidates should leave the room in silence.
- Make sure that the candidates are supervised as closely as possible while they are out of the examination room to make sure there is no discussion about the examination.
- Make a note of the time of the interruption and how long it lasted.
- Allow the candidates the full working time set for the examination.
- If there are only a few candidates, consider the possibility of taking the candidates (with question papers and scripts) to another place to finish the examination.
- Make a full report of the incident and of the action taken, and send to the relevant awarding body.

Cloughwood Academy
Examination Contingency Plan / Examinations Policy
2023/24

The following procedure is to be used in the event of absence of the exams officer or administrator during a critical period of the exams process.

At Cloughwood Academy two members of staff (the exams officer and the exams administrator) share responsibility for examinations. Both members of staff are experienced in the examinations process and therefore if one person is absent the other person can take over the responsibility for the examination cycle.

The exams office works in accordance with the JCQ Essential Key Dates Calendar. The following information is a list of contingency plans should there be an absence within the examination's office.

Area of Responsibility	Normal Designated person/s	Designated person during absence
Estimated Entries (provided by subject teacher)	Exams Officer	DHT
Actual Entries (provided by subject teacher)	Exams Officer	DHT
Ensuring grades for controlled assessments / coursework are sent to the exam board	Exams Officer	DHT
Storage of secure materials	Exams Officer	DHT
Seating plans	Exams Officer	DHT
Setting up the exam rooms	Exams Officer	DHT
Organising and training invigilators	Exams Officer	DHT
Organising special access requirements – who will be a scribe / reader?	Exams Officer	DHT
Ensuring that the secure materials go to the exam rooms	Exams Officer	DHT
The JCQ Inspection	Exams Officer	DHT
Parceling and returning the secure materials to the exam boards	Exams Officer	DHT