



**MERCHANT
TAYLORS'
SCHOOLS**

For Boys and Girls
aged 4 to 18 years

Merchant Taylors' Schools

Critical Incident and Disaster Recovery Policy

**Critical Incident and Disaster Recovery
Policy**

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1. INTRODUCTION

A critical incident or disaster is characterised as a significant event caused by either natural or unnatural events and may be of a small or large scale. (Such as a theft or vandalism after a break-in, water damage from a leaking roof or a burst pipe, or a fire or earthquake causing significant damage to facilities). By its very unpredictable nature, a critical incident or disaster cannot be readily anticipated or contained, and thus has the potential to significantly affect the business and operations of Merchant Taylors' Schools' ("the Schools"), possibly to the point of business failure if such an event were to strike.

The Schools must be prepared to appropriately handle all critical incidents / disaster cases in order to limit any damage to facilities, human resources, operations systems, or the public perception of the Schools. In all cases, a prompt reaction and the implementation of appropriate recovery measures must be employed to limit such damage and to ensure continued operation of the Schools.

The Critical Incident / Disaster Recovery Policy aims to assess the potential risks and impact to the business and educational operations of the Schools in the event of a disaster. It also outlines a plan of action with allocated responsibilities to be followed in order to provide an adequate immediate response and a responsible follow-up for recovery should a disaster occur. Educational visits which result in a major incident will also be considered under this policy.

1.1. The Critical Incident / Disaster Recovery Policy

This Critical Incident (CI) / Disaster Recovery Plan (DRP) has been written to be an essential component of the Schools' operational plan. When implemented, it is designed to limit damage in the event of a critical incident / disaster and maintain the schools' functions required to support continued education. In order for this to be effective, it is essential that all members of the staff are made fully aware of its details and the importance of its implementation. The policy should be regularly updated to ensure that the most updated and accurate information is presented.

This document's emphasis is upon facilitating swift and effective reaction to emergencies and implementing suitable recovery procedures. Disaster prevention methods, whilst important, are nonetheless beyond the scope of this document, as are appropriate building design and maintenance procedures.

This document serves the following purposes:

- To identify a list of possible critical incidents /disasters that may occur and to assess the business impact these would have on the School
- To provide a list of staff members who will make up the Critical Incident / Disaster Recovery Team and be directly responsible for management operations
- To provide a reference document with an easily accessible list of action points for any manager confronted with an event in order to establish initial control of the situation
- To provide a strategic framework by which designated personnel can efficiently manage activities in order to:
 - o Protect staff and pupils
 - o Minimise interruptions to key operations and the education process

- Minimise loss of revenue
- Maintain public confidence and Schools' credibility while avoiding public embarrassment
- Minimise inconvenience to staff and pupils
- Identify a strategy and a timetable for disaster recovery beyond the initial response stage
- Set a procedure by which this document may be continuously reviewed and updated to ensure the best possible responses to a critical incident / disaster situations over time

This policy is the result of much research and an examination of other plans within the education field in order to determine best practices for critical incident / disaster recovery. Whilst great care has been taken to identify the most evident types of critical incidents / disasters that may befall the Schools' facilities, it is clear that it is impossible to account for every eventuality. This plan is intended to provide a general guideline upon which recovery procedures may be implemented following a critical incident / disaster.

2. OPERATIONS SUMMARY

The motto statement of Merchant Taylors' Schools' emphasises the Best Education for Life. Merchant Taylors' Schools' commitment to safety has set the foundation for the operations of the Schools, which employs a number of preventive measures to safeguard itself from disasters, mitigate the impact of a disaster should one occur, and assist in the recovery process following a critical incident / disaster. This groundwork ensures the continuity and productivity of Merchant Taylors' Schools' core business operations in the event of a critical incident / disaster. A summary of the Schools' primary operations is provided in the sections below.

2.1. Building Facilities

The facilities of Merchant Taylors' Schools' are located in Crosby, Merseyside. Approximately 300 staff members occupy the facilities on a daily basis along with approximately 1600 students and variable numbers of visitors.

The Schools' premises are located along a single stretch of Liverpool Road, being a main arterial route for motorists travelling between Southport and Liverpool.

There is sufficient land on the current Boys' School playing field where portable classrooms may be parked in the event of a major building disaster and potentially at Hall Road Sports Field.

The Schools' Fire Risk Assessments have considered the suitability of the emergency exits from the buildings and the location of Emergency Assembly points.

All buildings conform to applicable local fire safety codes and health standards. In addition, all buildings have security procedures in place to prevent unauthorised access to the buildings and deter theft and vandalism of School property.

2.2. Transportation Systems

Merchant Taylors' Schools employs minibuses for the transportation of its students and staff during field trips or events. For other large organised events, the Schools will outsource the transportation service to a transportation contractor.

2.3. ICT Systems and telephony

The Information and Communication Technology (ICT) system provides support for the curriculum and instruction materials through its virtual learning environment. Full system documentation including critical incident / disaster and continuity planning measures are maintained by the ICT Director.

3. RISK ASSESSMENT

3.1. Types of Critical Incident / Disaster

A critical incident / disaster can take many forms, and may be the result of a natural event, an accident, or malicious intent or terrorism. The following list is not exhaustive but demonstrates the wide range of threats that could affect the faculties and operations of the Schools. The examples given are not necessarily mutually exclusive, as the manifestation of one disaster may lead to the propagation of other disasters.

- Aircraft – Crash landing of an aircraft or falling debris could cause from minor to significant damage to buildings. Such an event is unlikely given the location away from major flight paths.
- Adjacent Building Instability – Damage, fire, or structural instability of a building adjacent to a School building could cause a varying degree of damage to the Schools' buildings. Given the close proximity of neighbouring properties at all locations there is potential for an incident of this kind.
- Bomb Attack – A bomb detonated or dropped in the vicinity of a School building could cause partial or total loss of one or more School structures.
- Bus Incident – A bus accident or a terrorist incident involving a bus would have minimal direct impact on the operations of the Schools, but could have a much greater impact on the Schools' business in terms of public perceptions and relations.
- Computer or Telecommunications Network Failure/Virus – Computer or telecommunications network failure either from software error, physical failure, or malicious intent could significantly interrupt educational activities and communications and be detrimental to the ongoing business operations if data or electronic communications could not be restored.

- Death – Death includes shooting, knife violence, and public suicide. While the number of students or staff impacted by such an act would likely be minimal, an event like this could have disastrous consequence on the public perception of the Schools and morale of students and staff.
- Earthquake – A severe earthquake could significantly damage one or more School structures, thus having a significant impact on continued operations. Such an event, however, is unlikely.
- Epidemics – A widespread disease could cause a significant number of staff to be unable to fulfil their duties, causing considerable disruption to School operations.
- Fire – Fire, whether by accidental or deliberate origins, could damage part, or all of a School building and its contents.
- Flooding/Water Damage – Flooding caused by rain ingress, drainage failure, or burst supplies would result in buildings or parts of buildings being rendered unusable, with potential for atmospheric problems due to mould growth.
- Gas Explosion – Gas explosion caused by gas ignition from neighbouring buildings or gas supplies, causing partial to total loss of a School building.
- Industrial Espionage – Loss of sensitive data may compromise the business activities or public relations image of the School.
- Lightning – If lightning were to strike a School building, damage could take the form of destruction of electronic equipment or partial or total loss of buildings from fire.
- Pollution – Chemical leaks or the propagation of biological agents could lead to widespread sickness of staff members who would be unable to fulfil their duties to parts of School buildings being rendered unusable, and to the Schools’ image becoming tarnished.
- Power Failure – Disruption to the building’s power supply would have a minor impact on School operations in the short term (less than two hours), but could have a more severe impact if a power failure was ongoing, especially during normal working hours.
- Subsidence or Building Collapse – Damage to buildings or total loss of buildings could occur as a consequence of soil instability or structural movement.
- Theft – Theft could be small-scale in nature, involving only a few items, or could be much larger, affecting a significant number of computers or a server, for example. The disruption of normal business operations depends on the severity of the theft. A theft of significant size could have significant impact upon continued operations of the School.
- Vandalism – Vandalism could be minor, such as graffiti on an exterior building wall, or more serious, such as a fire causing partial or total loss of use of a building.
- Wind Damage – Damage to buildings as a result of high winds, usually localized.
- Educational visits which result in a major incident.
- An intruder within the school premises invoking a lockdown procedure to be followed.

3.2. Business Impact

Critical incidents / Disasters can have a profound impact on every area of the Schools’ business in varying degrees of severity. The Schools’ facilities may be affected, with partial or complete loss of buildings or access to buildings, loss of equipment, or loss of vital data or ICT systems. While these

things represent a loss of investment, much more severe is the loss of lives that could happen as a result of certain events.

From a business activity perspective, a critical incident / disaster has the potential to affect the public’s perception of the Schools. Without a public relations strategy, a disaster could cause a loss of confidence in the School as a business, leading to a loss of revenue and a loss of the Schools’ competitive advantage.

A critical incident / disaster, in all cases, causes some level of increase in the Schools’ workflow due to the procurement of remedial works. This increase is a function of the severity of the event, as are the cost of remediation and the time required to recover fully from the event. Critical Incidents / Disasters therefore can be categorised into five classification levels in terms of increasing severity, with a “1” signifying a relatively low level of impact and “5” signifying a very high level of impact.

Chart 1: Business Impact Summary

Chart 1: Business Impact Summary					
Description	Minor	Moderate	Major	Significant	Severe
Impact Classification	1	2	3	4	5
Recovery Resources Required	Low		Medium		High
	Cost Time				

Chart 2: Business Impact Classification

Chart 2: Business Impact Classification		
Classification	Examples	Severity Description
1	Short-term ICT Failure, Petty Theft, Vandalism (exclusive of fire)	Minor disruption to organisational activities; Academy activities maintained with little to no interruption; minimal amount of resources required for full recovery
2	Small (contained) Fire, Bus Accident	Medium disruption to organisational activities, with a partial cessation of school activities for a period of hours
3	Wide-spread ICT Failure, Industrial Espionage, Lightning (exclusive of fire), Long-term Power Failure, Major Theft, Wind Damage	Major disruption to organisational activities, with a full cessation of Academy activities for a period of days
4	Death, Epidemics, Major Fire, Flooding/Water Damage, Gas Explosion, Pollution, Subsidence or Building Collapse, Major Bus Incident	Significant disruption to organisational activities, with loss of buildings and/or lives, for a period of weeks
5	Bomb Attack, Earthquake	Total loss of all buildings, and/or lives with disruption to organisational activities for a period of months; extensive amount of resources required for full recovery

4. MANAGEMENT AWARENESS AND NOTIFICATION

4.1. Critical Incident / Disaster Recovery Team

In the event of a critical incident / disaster, it is important to have a Critical incident / Disaster Recovery Team (DRT) in place to be responsible when the Schools are forced to deal with such a crisis. This section identifies the DRT and role each of the members will have in critical incident / disaster response and recovery.

The permanent members of the CI / DRT will be comprised of:

- Chair of Governors
- Relevant Headteacher
- Deputy Heads
- Director of Finance and Operations
- Head of Estates and Facilities Management
- IT Manager
- Deputy Headteacher responsible for Safeguarding
- School Nurse

In the absence of the relevant Headteacher, the responsibility falls to the Deputy Head/s. In the absence of both the relevant Headteacher and Deputy Head/s, the responsibility falls to the School Director of Finance and Operations.

In addition to this list, the permanent members of the CI / DRT can supplement the team as they deem necessary in response to a particular critical incident / disaster. The contact details of the permanent CI / DRT members are contained in Appendix A.

The relevant Headteachers responsibilities of the DRT, outlined in Appendix B, will vary dependent upon the nature of the critical incident / disaster.

If the Headteacher is unreachable, contact the Deputy Head/s of the CI / DRT.

4.2. Training

All members of staff are fully informed of the Critical Incident / Disaster Recovery Plan and its strategically-placed location. The DRP should be reviewed periodically by all staff members, who will sign the review document stating that they have reviewed the Plan. This will be covered once a term in the Senior Management Meetings. Students and parents should also be informed that the Schools

have a Critical incident / disaster Recovery Policy as reassurance of the Schools' commitment to safety in the event that there is an emergency.

4.3. Policy testing

The Critical incident / disaster Recovery Plan is tested where applicable. This includes fire and evacuation drills for all members of staff and students. The CI / DRT will practise the telephone chain of command emergency response structure in Section 5.3 of this plan. ICT personnel will continuously test their system with available programs that include virus protection and firewalls and train staff to recognise the first signs of an ICT critical incident / disaster, such as a computer virus or system failure that could directly affect the entire ICT system.

4.4. Review and Updating of Recovery Policy

The plan will be reviewed at the time of testing to ensure that it remains a current document. The Appendices will be audited and updated at least once a year. Staff are made aware of the importance of updating any personal information at the annual review. Every time the Critical incident / disaster Recovery Plan is updated or edited, staff must re-read the document and confirm with DFO that they have done so. During the Senior Management Meetings in which the CI /DRP is reviewed, staff will be able to make suggestions to update and improve the policy.

5. IDENTIFICATION OF CRITICAL INCIDENTS / DISASTER AND SEVERITY

The Head/s (or in their absence, the Deputy Heads) must determine if the incident the School is facing is a critical incident / disaster and, if so, qualify it according to the descriptions of types and levels outlined in Sections 3.1 and 3.2.

5.1. Assessment of Situation

The degree of damage and impact sustained must be assessed by the relevant Headteacher. The Headteacher, in conjunction with the Deputy Head/s, will then decide the best course of action required to address the incident and minimise any damage resulting from the incident.

5.2. Action List

5.2.1. General

The initial response for all critical incident / disaster types and severity levels is the same. Proper procedures should be followed in order to minimise damage to the Schools, its people, facilities and operations as a result of a critical incident / disaster.

The first person that witnesses an incident that may be classified as a critical incident / disaster should follow the following procedures:

- Stay calm and personally assess the situation.
- Call reception and ask for the emergency services to be contacted.
- Confirm the nature and scale of event.
- Call the Headteacher of the CI / DRT or the most senior person of the CI / DRT if the Headteacher is not available.
- Try to establish the extent of any injuries and administer first aid if competent.
- Try to establish the names of any injured persons.
- Create a safe haven for the rest of the party / group / school (if deemed advisable, send children home).
- Try to establish everyone is accounted for.
- All contacts with parents should be recorded.
- Solicit help of others as needed.
- Attend the scene, and take mental or written notes of details.
- Coordinate information with members of the emergency services.
- Continue to relay information to the CI / DRT officer.
- Listen to instructions given by emergency services or the CI / DRT officer.
- NB – It may be necessary to contact the relatives of a member(s) of staff.

Use discretion when sharing critical incident / disaster emergency information. Only share information with members of the emergency services, the School's CI /DRT, and other staff members who are assisting in the remediation of the situation. Refer all media enquiries to the CI / DRT. **DO NOT DISCUSS THE INCIDENT WITH THE MEDIA.**

In the event of serious injury / fatality, due consideration needs to be given to the most effective and sensitive manner of communication with parents. Other pupils should be asked not to communicate with home or post messages on social media until permission has been sought from the member of staff in charge.

5.2.2. Building Facilities

In following this emergency response plan for a critical incident / disaster involving a building facility, it may become necessary once the initial steps are followed to evacuate at least part of a building and contain the incident. The buildings should be evacuated in accordance with the standard "fire drill" evacuation procedure for each building affected, as regularly practised. Any member of staff or student with a disability who requires mobility assistance should make this fact known to the member of staff responsible for clearing the area, so that appropriate arrangements can be made

for safe evacuation. No person shall enter a building that has been damaged until a building surveyor or emergency services member declares the accommodation to be safe.

A level 1, 2, or 3 incident may only require students and staff to be relocated to another part of a building, or to be evacuated from an entire building for a period of hours or days. In the event of a whole building being destroyed or deemed unusable due to fire, pollution, water damage or another means (a level 4 or 5 incident), the school will disperse students and faculty to pre-determined alternative facilities temporarily until School building facilities are restored. Options for alternative facilities include other School facilities or temporary portable buildings placed on existing School property. Arrangements for use or acquisition of these facilities must be in place prior to a incident to facilitate ease and efficiency of operational transition. Support staff may be easily relocated to another School building office.

In the event of an extended power outage, School buildings may also become uninhabitable because of environmental concerns and health and safety requirements imposed by the government and/or local authorities. In this instance, educational instruction will need to be temporarily relocated to another facility until power is restored and environmental concerns are addressed in the affected School facility.

It is critical that the School communicates with insurers and utility providers during this initial phase. The School should also start working with construction and environmental service contractors in order to facilitate the restoration of building facilities as quickly and efficiently as possible.

5.2.3. People

Loss of employees from a critical incident / disaster has the potential to cause considerable damage to the welfare of the School and the maintenance of educational instruction.

It is possible that, for a time, the total staff within a part of the school could be incapacitated due to an epidemic or severe shock and trauma following an incident. Following a critical incident / disaster, decisions regarding the transferring to other locations or the transferring of functions from the affected location will be taken by the CI / DRT.

The DRT must also have access to external agencies capable of providing temporary support staff within numerous disciplines relevant to the operation of the schools. The DRT will be responsible for providing specialist resources to advise upon all human resource issues as part of the recovery, including the provision of assistance with recruitment of replacement staff and referral to counselling services. This duty would fall under the direction of the appointed Deputy Head with responsibility for Safeguarding.

5.2.4. ICT Systems and Equipment

Note:- Where “ICT Team” is used below it assumes senior team members only.

Many different critical incident / disasters have the potential to affect the ICT Systems to the point that the entire system is disabled, causing an interruption to educational activities and the basic functionality of the Schools. In the event of such a critical incident / disaster, it is critical that an initial assessment of the attack or damage be made, followed immediately by actions to secure the system from further damage. This would almost always include taking compromised systems offline but with cloud based services being prevalent this is not always possible or even desirable. Other specific actions will vary according to the type of critical incident / disaster and will be at the discretion of the ICT Team.

Some ICT critical incident / disasters may be the result of an incident in the system that has corrupted data for an extended period of time.

In the case of malicious intent, it is important that the attacker’s point of entry be identified where possible and shut down if appropriate. Items for which the ICT Team should look at would include unauthorised hardware, software, processes, administrators, and users. The ICT Team will also look closely at system logs to detect any possible security compromise. Any actions to secure the ICT system must be done inconspicuously where possible, so that attackers remain unaware of the Schools countermeasures. Once actions have been taken to secure the ICT system, the ICT Team will immediately investigate the extent of the system damage or failure and understand what areas of the system need urgent data restore or repair. A partial disabling of the ICT system would likely qualify as a level 1 or 2 critical incident / disaster; a total disabling of the ICT system would likely qualify as a level 3 critical incident / disaster.

The ICT Team investigating the incident will keep a thorough and detailed record of observations organized chronologically and checked by more than one person; these records may be used in legal proceedings or be given to law enforcement officers. Note that due to severity level this documentation may have to occur after the event.

In keeping with standard critical incident / disaster recovery procedures, the Headteacher of the DRT must be notified of the critical incident / disaster and the actions taken to address it. In the case of malicious attack, it will be the decision of the Headteacher whether to escalate the situation to legal proceedings or law enforcement based on the evidence ICT Team have gathered. The Headteacher and ICT Director should work together at this stage to assess all of the material and labour costs associated with a full ICT system recovery.

Change in Reporting Order for ICT Critical incident / disaster

In the instance of an ICT failure, whether it is due to power, virus, or some other means, the IT Director and Estates and Facilities Manager should be contacted immediately. In this instance, the Head/s would reorder the chain of command to include the IT Director first and then the Estates and Facilities Manager. Once these two members of the CI / DRT have been informed, the chain of command can resume its normal sequence.

5.2.5. Transportation

In the event of a transportation critical incident / disaster, the bus driver will likely be the person to first witness the incident. The bus driver should notify the Headteacher of the CI / DRT of the incident as soon as possible in order to appropriately address the situation and control the outflow of information. There is always be one member of staff designated responsible on each trip who will have emergency mobile phone contact details.

School officials must consistently maintain a constant communication link with the bus driver and promptly investigate any unusual situation. The Schools must prepare students to act appropriately and communicate with School offices in the event of a critical incident / disaster where the bus driver is incapacitated. The Schools will recognise the presence of a bus problem and take responsive action immediately.

In transportation critical incident / disaster situations, counselling resources will be made available for students and staff affected. In incidents where a bus is damaged (level 4 or 5 critical incident / disaster) arrangements will be in place to provide alternative transportation while the bus is either repaired or replaced. This service will be contracted with a third party transportation provider.

5.3. Reporting

In the event of a critical incident / disaster, the Headteacher of the CI / DRT (or in their absence the Deputy Head/s) should be informed immediately, who will at that point make the decision whether or not to implement the Critical incident / disaster Recovery Policy. It will then be the responsibility of the Headteacher (or his/her substitute) to communicate with the departmental heads and managers in charge of the areas that have been affected by the incident and ensure that all relevant staff are notified and given proper instructions (contact details for departmental heads are available from HR). The Headteacher will also arrange for additional management support of the affected area(s) as appropriate.

In addition to other members of the CI / DRT, the Headteacher (or their substitute) will inform the Board of Governors and all other permanent members of the committee to arrange a meeting at a suitable venue as soon as possible; a sample agenda for this meeting is contained in Appendix C.

The call list of those needing to be informed on the CI / DRT is contained in Appendix A. It is very important for the Headteacher of the CI / DRT or Deputy Head/s to contact those most relevant to the incident on the CI / DRT immediately. Every member of the CI / DRT will call their subordinate within the CI / DRT.

5.4. Communication

5.4.1. To the Staff, Parents, and Those Affected

In order to best communicate a critical incident / disaster with all staff members, it is essential that the list of all staff members on 3 SYS (Pass) is updated regularly with complete contact information and accessible. It should be recognised that, in an emergency, one or more methods of communication (office phone, home phone, mobile phone, and e-mail) may have to be attempted

before the incident message may be effectively communicated. It is therefore imperative that complete information for all staff members be recorded and regularly updated.

It is important that the Schools maintain partnerships and open communication channels with all local emergency response groups, including fire rescue, police, and emergency medical units. This relationship will help ensure timely responses from the emergency response groups in case of a critical incident / disaster. A list of emergency services with their respective contact information and locations (including the location of the closest hospitals) are detailed in Appendix H.

When a critical incident / disaster strikes, the Headteacher of the CI / DRT should release written communication to all parents and staff informing them of the situation within 24 hours of the event. It will advise parents how to communicate to the students the critical incident / disaster events, its implications, and the Schools' remediation efforts to the degree deemed necessary by the parents. The database of parents' contact information is maintained regularly.

This letter should also be sent to community leaders and others affected by the critical incident / disaster. This could include emergency responders, local council members, suppliers, contractors, and others.

5.4.2. To the Press

The CI / DRT and Merchant Taylors' Schools' marketing team must work together to control the information regarding a critical incident / disaster that is given to the public by means of the Press. The Headteacher and Head of Marketing, along with any associated public relations firm, should create a press release for significant critical incident / disasters at the discretion of the DRT. This press release should be dispatched as soon as possible to contain the information released to the public and avoid any damage to the Schools' public image. Other staff must not offer information to the Press.

5.5. Documentation of Critical incident / disaster Reporting

In following the action procedures, the first persons that witness an incident that affects people or property should assess the situation and record observations immediately on the Critical incident / disaster Reporting Form (found in Appendix D). Completing the form will aid Emergency Services in efficiently assessing the situation and providing the correct level of emergency support at the right time. The following protocol is the format preferred by Emergency Services:

Casualties; Details to be provided concerning the number of casualties, the level of injury and seriousness of their condition.

Hazards; Details of hazards present including the type of hazard and location.

Access; Details of both normal access routes to the building and exceptional access in an emergency.

Location; Details of room locations within the building or which building was affected.

Emergency; Types of emergency services required.

Type; The type of incident as detailed in Section 3.1 above, together with details of numbers of people involved.

5.6. Insurance

The Director of Finance and Operations will be responsible for advising and liaising with the insurance company with regard to an insurance claim resulting from a critical incident / disaster. Depending on the scale of the event, an independent loss adjustor may be required on site to help assess damage and recovery options.

6. RECOVERY PROCEDURE

6.1. Strategy

The Critical incident / disaster Recovery Strategy is based on the actions required to return the School Operations back to pre-critical incident / disaster conditions. Full recovery will require resources and time, which will vary according to the severity of the critical incident / disaster. The Schools' Governing Body must ensure that funding availability is in place to handle the most severe (level 5) incidents if such an event were to strike.

Response actions detailed in Section 5 of this report form the basis for strategies in this section.

6.1.1. Buildings and Facilities

Generally, the long-term strategy for buildings and facilities will involve the reconstruction or repair of damaged buildings. Until this can be accomplished, the School will use other School facilities, temporary facilities on School property, or other local facilities that can accommodate School operations. Arrangements must be secured to allow for long-term use of these temporary facilities. These arrangements, depending upon the extent of the loss in terms of buildings may involve relocating students to under-utilised areas of the same site, relocating students to an alternate site which itself may include partnership arrangements with other local education providers or the procurement and siting of temporary accommodation on site. The views of insurers should be sought on this point given the cost implications involved.

With temporary relocation and the completion of all building construction, it is inevitable that furniture and other equipment will need to be acquired. The Director of Finance and Operations will evaluate the need for furniture and other equipment both in temporary facilities and in permanent replacement facilities. The Director of Finance and Operations must be able to act on short notice to provide furniture and other equipment to students and staff members in all situations, through renting or purchasing. This will be undertaken in conjunction with the Schools' Purchasing Manager.

A restored and functioning ICT system may provide a critical backbone in continuing operations if long-term building repair becomes a reality following a critical incident / disaster. An ICT business continuity plan must address these specific issues.

6.1.2. People

Merchant Taylors' Schools will need to support those staff members who may be ill as a result of a critical incident / disaster, hire temporary staff to support continuing education while staff members affected by the critical incident / disaster are away, or hire replacement staff members as needed to replace those lost from an event. One or more of these things can be done as needed until the School can regain its full operation.

The School has contacts with agencies and a list of available substitute teachers upon which they rely throughout the school year when a teacher is absent. These regular substitute teachers should be the first called upon to replace staff members who are unable to perform their duties; these substitute teachers are a logical first choice since they are already knowledgeable about the school and will not require further training. If further staff members are needed, they should be agreed with by the head of the department requiring the staff, and approved by the Director of Finance and Operations and / or the Headteacher.

Support staff will need to undergo training to become familiar with Merchant Taylors' Schools. This training will need to cover the everyday schedule and routines of the School, but also include training by the Deputy Head responsible for Safeguarding on how to assist the children in dealing with the recent incident. The additional staff will need to be available to talk about the recent critical incident / disaster if they are approached by their students.

6.1.3. ICT Systems

Please refer to the separate ICT business continuity plan.

6.1.4. Transportation

If buses are damaged or destroyed as a result of an incident (level 4 or 5), School officers must immediately begin working with the School's insurance provider to address the financial loss. A quick response from School officers is critical in order to ensure a timely recovery from transportation property loss. Resources then may be secured to repair or replace minibuses affected in the incident. Auto repair shops will then be identified to repair a damaged bus, or the School will work with a dealer to purchase a new minibus if the insurance provider determines that, financially, the damaged minibus is a total loss.

In the time required to restore transportation property, the School should continue with alternate transportation arrangements to ensure operational continuity. Alternate arrangements will likely include the contracting of all transportation services to an outside agency or rented vehicles.

6.2. Time Table

Day 1	
Evacuation of the affected premises	
Safety and security of staff / students	
Calls to emergency services	
Liaison with contractors re' making safe of buildings and services	
Notification to public / stakeholders – local radio bulletin	
Decanting of staff / students	
Security of premises	
Notify insurance company (see Appendix E)	
Personnel liaison	
Temporary accommodation (if necessary)	

Week 1	
Liaison with insurance company and loss adjusters	
School Business Manager receives quotations for repair	
Redirection of post – if moved to a new location	
Liaison with utilities regarding damaged premises	
Meeting of DRT to plan recovery and allocate details of responsibilities	
Write and distribute letter to all parents and staff	
Liaison with the surveyors regarding structural damage	
Temporary hire of buildings and relocation to alternate premises	
Hire / purchase of equipment needed to continue school services	
Data recovery and improvement of storage system	
Pollution control	
Provision of temporary staff	
Provision of any counselling services to both students and staff members	

Month 1	
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Regular updates from service recovery owners and critical incident / disaster owners	
Progress insurance claim, liaise with loss adjustors and submit quotations	
Possible repair/refurbishment work commences	
Regular staff updates	
Secure additional temporary funding if required	
Make necessary changes to the DRP	
Improve ICT security systems and firewalls if necessary	
Permanent improvement to security (can be done along with repairs/ refurbishment)	

Month 2	
Repair/refurbishment work continues, with weekly progress update to maintain on track	
Continue to progress insurance claim and liaise with loss adjustors	
Regular staff updates	
Maintain contact with the financial services to continue funding for necessary work if required	

Month 3	
Repair/refurbishment work continues with weekly progress update to maintain on track	
Continue to progress insurance claim and liaise with loss adjustors	
Regular staff updates	
Maintain contact with the financial services to continue funding for necessary work if required	
Reevaluate the DRP once the staff has had time to reflect on the critical incident / disaster and what could have been done differently	
Document the recovery stage	

7. EVALUATION PHASE

Immediately after a critical incident / disaster has taken place and been addressed, this CI / DRP should be reviewed. This document will again be reviewed three months after the incident; this will

allow enough time for immediate changes to be made as well as time for staff members to reflect on the critical incident / disaster recovery progress and methods for improvement.

7.1. Documentation of Recovery

The Headteacher of the CI / DRT should work with the team to prepare a report on the critical incident / disaster recovery procedure and its implementation. This will help prepare future Headteachers and staff for the recovery stage and set forth expectations. This report should be presented to the School's Board of Governors. This document should be compared to the current CI / DRP to highlight further changes that need to be made. It should emphasise which actions were successful and which were not with the current procedure. It should also examine the timeliness, effectiveness, and efficiency of the recovery. These factors should be incorporated in the updated revision of the CI / DRP for future use.

Appendix A

Contact information for DRT

MTBS:

DRT	Name	Contact Number/s
Headteacher	David Wickes	07799494530
Deputy Head (Safeguarding)	Deiniol Williams	07982 628620
Deputy Head	Jon Andrews	07947 251750
Director of Finance and Operations	Lynne Hill	07768 508281

MTGS:

DRT	Name	Contact Number/s
Headteacher	Claire Tao	07887 492249
Deputy Head	Belinda Miller	0151 932 2418
Deputy Head	Francis Lawell	07811 627087

Stanfield Merchant Taylors:

DRT	Name	Contact Number/s
Headteacher	Elizabeth Lynan	07775 025705
Deputy Head (Safeguarding)	Yvette Bonfante	07879 622187
Assistant Head Operations	Tom Roberts	0151 924 1506

Other key contact details Governors and Support Staff:

Other key staff	Name	Contact Number/s
Chair of Governors	Philip Marshall	07767 324258
ICT Services Manager	Sean Coughlan	07764 948886
Head of Estates and Facilities Management	Andrew Beattie	07770 255110
Head of Marketing	Barry Gregory	07812 006909

Key Business Contacts	Name	Contact Number/s
Griffiths and Armour	Simon Keenan	07867 782714
SaundersBell	Robbie Bell	07808 720920
Todd and Ledson	Phil Waring	07977 417864
AJP Structural		0151 227 1462
Brabners	Jeff Gillbanks – Property	0151 600 3364
Colin Davies	Mavimor Consultants	07871 767401

Appendix B

CI / DRT RESPONSIBILITIES

Headteacher / Critical incident / Disaster Controller

- Chairs CI / DRT.
- Informs and liaises with staff and the Board of Governors.
- Holds authority to take all necessary action to minimise loss.
- Documents all crises management activity for later review
- Co-ordinates announcements to parents and students.
- Deals with press releases and public statements.
- Deals with all enquiries from press and media.
- Co-ordinates overall School effectiveness during recovery period.
- Liaises between sites (if appropriate).
- Evaluates resource requirement and availability of persons based at field locations.
- Overviews all activity to ensure that control is maintained and that short term action does not jeopardise the longer term well-being of the school.

Deputy Headteacher

- Acts as Deputy of the CI / DRT.
- Fulfil the role of Headteacher of the CI / DRT in the absence of the Headteacher.
- Utilises resources to minimise reduction in service to clients.
- Instructs and liaises with management and staff as appropriate.
- Assistant Head for Safeguarding
- Arrange opportunities for counselling to student and staff.
- Offer advice on problem solving.
- Arrange for Counselling of students in the case of unexpected death, severe trauma, or other events.

Director of Finance and Operations

- Fulfil the role of Headteacher of the CI / DRT in the absence of the Headteacher and Deputy Headteacher.
- Provide support to the Headteacher of the CI / DRT
- Instructs and liaises with management and staff as appropriate.
- Arranges alternative accommodation for staff including transport when necessary.

- Arranges for provision of equipment, as appropriate.
- Liaise with the Schools' insurers with regards to any claim resulting from an incident.

Cover Manager

- Provides through alternate arrangements, a temporary replacement of staff for school.

Head of Estates and Facilities Management

- Manages security arrangements and site access
- Assists the Director of Finance and Operations as needed
- Liaise with insurance company
- Liaise with loss adjustors
- Gets site clearance from building contractors.
- Arranges for resumption of mains services.

ICT Services Manager

- Leads computer/machinery recovery effort.
- Activates specific contingency plan.
- Liaises with suppliers.
- Deals with all hardware/engineering support.
- Liaises with back-up site.
- Organises shifts/overtime to speed recovery in the least possible time.
- Deals with interruptions in telecommunications including the re-routing of voice and data.

Head of Marketing

- Assist the Headteacher and with dealing with Press releases.
- Assist the Headteacher with producing a letter for parents, staff and other persons/companies affected by the critical incident / disaster.
- Issues notifications, via local radio (BBC Radio Merseyside) to keep stakeholders aware of relevant developments and information.

Please Note: The above is only a brief and general outline of individual responsibilities. These responsibilities may be altered as deemed necessary. In the event of an incident, the CI / DRT is expected to assist wherever there is the greatest need.

Appendix C

CI / DRT MEETING AGENDA

- 1) Names of any CI / DRT members not successfully contacted – reasons / difficulties.
- 2) Details and latest report of critical incident / disaster as known – damage to people, premises, and equipment.
- 3) Likely timing and contact for next report – future reports.
- 4) Initial extra management resource sent as back-up to the critical incident / disaster location.
- 5) Extent of physical damage – habitable/part habitable/not habitable.
- 6) Success in contacting all staff based at damaged location.
- 7) Extent and type of media attention.
- 8) Spokesman appointment confirmed/statement issued.
- 9) Key contractors / Suppliers informed.
- 10) Specific contingency plans activated.
- 11) Define immediate needs. (Pupils + Staff)
 - a) Accommodation
 - b) Transport
 - c) Telecom
 - d) People
 - e) Furniture and equipment
 - f) ICT
 - g) Temporary task force
- 12) Need for additional resource to provide immediate needs.
- 13) Own insurance informed.
- 14) Date and time of CI / DRT visit to site to verify facts and plan future action.
- 15) Location of meeting place close to damaged site e.g. meeting room in local hotel etc.
- 16) Future action to be taken by each CI DRT member clearly understood.
- 17) Date, time and place for the next meeting.

Appendix D

CRITICAL INCIDENT / DISASTER REPORTING FORM

The boxes below should be completed as soon as possible after first phoning for emergency assistance.

This information will assist Emergency Services to provide the right level of support at the right time, minimising risk of injury to School staff, Emergency Services and the general public.

Category	Information required
Casualties	
Hazards	
Access	
Location	
Emergency	
Type	

To gain access to Emergency Services, please dial 9 999 from any School telephone.

Ref	Notes (information or instructions for Emergency Services)

Form completed by _____.

Emergency reported at _____ hours by _____ date _____

Appendix E

INSURANCE REPORTING

When notifying the insurers, it would be of assistance if the following details are immediately available;

- The exact location of the incident
- The time of the incident
- Brief details of the circumstances giving rise to the incident
- The extent of damage (best estimate including consequential losses)
- The present situation (eg attendance of emergency services/emergency repairs already in hand)
- The name and telephone number of the key contact on site

Appendix F

PREFERRED CONTRACTORS

The Estates and Facilities Manager and Procurement Manager maintain a list of preferred contractors and suppliers who carry out various works on behalf of the School and will, inevitably, be involved in remedial works as part of any critical incident / disaster recovery.

Accordingly, the latest version of the list is incorporated behind this page as a reference document.

The list is the subject of ongoing review and updating over time so periodically the Director of Finance and Operations will update this Plan with a new / revised copy.

Preferred contractors / suppliers / service providers:

Name	Service	Contact number
Manweb	Electricity Supply	0845 2722424
United Utilities	Water Supply	0345 6723 723
National Grid	Gas	0800 111 999
British Telecom	Telephone lines	0800 800 154
	Electrical services	
Arc Electrical	Alan Cook	07939 236267
Cottrell Electrical	Stephen Kane	07971 654405
	Mechanical Services	
EMH Services	Tony Cain	07779 298024
	Building Maintenance / Repair	
JJ Kelly	Lee Davidson	0151 524 1444
Davics	Dave Parsons	07736 489541
Cunningham Brown	Paul Jackson	07917 247302
	Fire Services	
Sefton Arc	Mark Greenwood	07815 076784
	Security	
Sefton Arc	Central monitoring Station	0151 934 4744
	Roofing	
BBR Roofing	Lindsay Bell	07860 665330
	Plant Hire	
Formby Tool Hire		01704 831475
HSS		0151 525 1373
	Temporary Building Hire	
Portakabin		0845 867 5756
Barrys Skip Hire	Skip Hire	0151 933 0308
	Office Supplies	
Heatons	Nicola Humphray	0151 649 6020

Appendix G

SITE PLANS

See attached.

MTBS – Site Plan

MTGS – Site Plan

MTPS – Site plan

Appendix H

Local Accident and Emergency Hospitals / Fire / Police contact details:

Southport and Formby District General Hospital Town Lane, Kew Southport Merseyside PR8 6PN	01704 547471
Aintree University Hospital NHs Foundation Trust Lower Lane Fazakerley Liverpool L9 7AL	0151 525 5980
Royal Liverpool University Hospital Prescot Street Liverpool L7 8XP	0151 706 2000
Merseyside Fire and Rescue Service Bridle Road, Bootle, Merseyside, L30 4YD	0151 296 4000
Merseyside Police Canning Place Liverpool Merseyside L1 8JX	0151 709 6010
Alder Hey Childrens Hospital Eaton Road Liverpool L12 2AP	0151 228 4811