Business Continuity Plan

Including Critical Incident Policy and Critical Incident Impact Analysis Report

Clarity Independent School

Bridge Barn Farm
Woodhill Road
Sandon
CM2 7SG

Clarity Independent School is committed to safeguarding...

"Our school is committed to our whole-school approach to safeguarding, which ensures that keeping children safe is at the heart of everything we do, and underpins all systems, processes and policies...We promote an environment where children and young people feel empowered to raise concerns and report incidents and we work hard in partnership with pupils, parents and caregivers to keep children safe."

Clarity Safeguarding Policy September 2026

Written by Debbie Hanson

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i. DISTRIBUTION LIST

Job Title	Location
Registered Head Teacher	Electronic – I Cloud
Head Teacher	
School Business Manager	

(Note – Copies available on all devices since electronic)

ii. DOCUMENT OWNER AND MAINTAINER

Name of Document Owner	Head Teacher
Name of Document Maintainer	Head Teacher

iii. LIST OF RELATED OR RELEVANT DOCUMENTS

	Clarity Independent School Fire Safety Policy
	Clarity Independent School Strategy for Dealing with Staff Shortages
	Clarity Independent School Induction and Training Procedures
	Clarity Independent School Infection Prevention and Control Policy
	Clarity Independent School Safeguarding Policy
	Clarity Independent School Behaviour Management Policy
	Clarity Independent School Health and Safety Policy

The above comprises relevant plans, documents and policies that relate to the Company's Business Continuity Management.

Policy Overview

A critical incident is an unexpected emergency that affects pupils, staff, or the premises. This policy sets out how Clarity Independent School plans to respond to such a happening, **(e.g. previous COVID-19 outbreak)**. We will seek to keep all safe and free from danger by working together calmly and professionally. While dealing with a critical incident, we will try to work normally with minimum disruption to the school. The headteacher and senior leadership team will manage the school's response in proportion to the magnitude of the incident and keep all stakeholders in contact at the relevant times.

Objectives

To have an 'incident contingency plan' that has been shared with the staff so that all are clear about roles and responsibilities should an incident occur.

To alert the headteacher and leadership team to the nature of the incident, and its exact location so that they can decide the level of response needed.

To deal with the incident effectively and efficiently putting the health, safety and well-being of pupils and staff to the fore. To remove all pupils and staff away from harm as quickly and smoothly as possible.

To alert emergency services if they are needed.

To provide first-aid and appropriate care and protection until help arrives and the incident is resolved.

To provide staff training to rehearse different kinds of critical incidents so that they know their roles and what to do in such an event.

To have online copies of contact lists for staff, pupils, parents, LA, and emergency services.

Strategies for infectious diseases

In the case of a single suspected breakout or incident of an infectious disease will not normally constitute an emergency. Most infectious diseases in education can be managed by following the guidance of the UK Health Security Agency's (UKHSA) health protection in education and childcare settings.

In the case of a Public Health Incident / infectious disease, including COVID-19 or diarrhoea or vomiting, we will follow the UKHSA guidance at https://www.gov.uk/government/publications/health-protection-in-schools-and-other-childcare-facilities/chapter-3-public-health-management-of-specific-infectious-diseases.

We will also consider seeking specialist advice from our local UKHSA health protection team. This should be if there is, in our school:

- A higher than previously experienced, or rapidly increasing, number of staff/pupil absences due to:
    - Acute respiratory infection, or
    - Diarrhea and vomiting
- Evidence of severe disease due to an infection (e.g., if a pupil or staff member is admitted to the hospital)
- More than 1 different infection circulating in the same group of pupils and staff.

We will contact our UKHSA health protection team as soon as possible if there is, in our school, an outbreak of any *serious* or unusual illness.
Further information on responding to an outbreak or incident is in Chapter 4 of the UKHSA guidance.

Strategies for other incidents

The headteacher and leadership team will take charge of the situation as soon as they have been alerted to the incident. They will assess the response needed in relation to the location, the nature of the incident, what assistance is required, any casualties, and the contact person.

Any appropriate emergency services required will be informed at the earliest possible moment. They will be told the location and nature of the incident, the assistance required, whether there are any casualties and the contact person's details. In a critical situation, the person present at the time of the incident should use common sense and take charge until the headteacher or senior staff arrives.

Staff and pupils at risk must be alerted to the danger speedily and promptly without causing panic or alarm and, if necessary, moved to pre-identified assembly points or alternative places of safety.

A fire drill and evacuation will be held at least once each term.

Teachers and support staff must use registers or counts to ensure that all children are accounted for and must care for them until the incident has been resolved.

Online copies of contact lists for staff, pupils, parents, LA, and emergency services will be kept up-to-date and secure. Where groups of learners are off-site on visits and trips outside of school hours, the school SLT remains the point of contact and the designated Critical Management Team for the trip is the only source authorised to contact parents / media in the event of an incident / emergency.

Where parents need to be notified, the Critical Management Team will draw up contact lists and appropriate staff members will be delegated responsibility to use a contact 'cascade' strategy efficiently and quickly.

An accurate and updated contact list is located on our online MIS (Go4Schools). The Local Authority will be contacted, and appropriate support requested as needed.

At least one telephone will be kept free for outgoing calls. Staff off-site will have school mobile phones fully charged and ready to use with them to contact school, at all times.

At an appropriate time, staff will record a log of contacts, decisions, and actions that have been taken to deal with the incident.

Outcomes

This policy should help the headteacher and staff deal with any unexpected emergency. The associated planning and training will put the school in a strong position to deal with the incident efficiently and effectively by giving prominence to the care of learners and staff.

A critical incident plan will be drawn up for any significant change to the school day for groups of children e.g., an overnight holiday away from school.

Plan of action for a critical incident at Clarity Independent School

Tragedy during a school trip

- Crisis Management Team (CMT) brought together.
- The LA via the Crisis Management Team should be informed of the incident as soon as possible. Assistance for the school can then be given.
- The headteacher should ensure that at least one telephone line is available for use only for LA staff and to ensure emergency contact with the school.
- The leader of the trip should ensure that a senior member of staff is informed of the tragedy and the CMT will then make the necessary arrangements to inform the LA. **Parents/Next of kin, should only be informed by the police.**
- A member of CMT should, if possible, travel to join participants. It may be necessary to take other members of staff to support both staff members and pupils.
- The leader of the trip, or nominated person, should ensure that they can keep telephone communication open with the senior members of the CMT at all times.
- The CMT with assistance from the Property and Transport Unit should make arrangements to return the children from the trip as soon as possible. The Risk Assessment for the trip will contain the details of the transport used (e.g., name of the coach firm)
- The Police will advise the relevant parents or next of kin of staff members of the tragedy. Once this has happened the Police will give authority to the school to inform others.
- The CMT should ensure that all staff members are made aware as quickly as possible of the situation.
- All staff should be asked to respect the need for all communications with the local community, parents, media etc to only be done through CMT.
- The CMT should ensure that a school counsellor and educational psychologist are informed.
- The CMT should make arrangements to close the school if necessary (although as far as possible, normal practice should continue) and ensure that the LA is notified.
- The CMT should make arrangements to write a letter home to parents as soon as possible giving as much information as is felt appropriate.

Business Continuity Plan Part 2: Critical Incident Impact Analysis Report

Introduction

During business as usual, everything and everyone is important. However, during and following a major disruption we may only have scant resources to call upon to recover or resume a normal school service. Therefore, it is important to deal with the priorities first.... so, who is first? First does not mean most important it just means first. For example, day-to-day living requirements would need to be reinstated first before extra-curricular activities etc.

This questionnaire and analysis are used to gather information on the processes and functions that are critical to our school. The minimum resources needed to recover those processes following a major disruption and the Maximum Tolerable Period of Disruption (MTPD) for each process/function within our school.

We are mindful that this data-gathering exercise should be measurable, in time, cost, volume, space, headcount, penalty, etc. This will help establish the measurable impact of the disruption of a critical process/function.

Dependencies and inter-dependencies within our school and beyond can be identified, as well as vital records and systems.

Priorities need to be agreed upon in advance of an incident to avoid any "confusion/delays" on the day. Expectations will then be managed in that some service provisions may have to wait longer than others. Some functions need not be planned for and as such will not require a full business continuity plan. For example: so long as the extracurricular providers are notified of disruption, there is nothing further for the school to do. However, if toilets are not available, alternatives will need to be considered.

Instructions for completion

A small team of key staff members to be formed. This is the team that would convene following a major incident (i.e., Business Continuity Response Team ("BCRT").

Organisation Chart – this is important to show how the school's team would operate during business as usual to give an indication of the minimum structure required following a major disruption. It can also assist in the reporting structure for communication.

Administration and Management

Name of School: Clarity Independent School

Address: Bridge Farm Barn, Woodhill Road, Sandon CM2 7SG

Head of School: Debbie Hanson

1st Business Continuity Lead (responsible for administration and approval): Debbie Hanson

2nd Business Continuity Lead (responsible for administration and approval): Michelle Deveney, supported by Richard Clow and Grace Hanson

Name of person completing Business Impact Analysis if not 1st or 2nd Business Continuity Lead: N/A

Total number in school leadership management team: 4

Total number in school administration team: 2

A brief summary of the principal services being delivered or hosted:

A full-time SEND School delivering curriculum, therapies and interventions to children during term-time.

Does the school provide residential services? No

School Provision

National curriculum years covered: **years 2 to 11**

Totals for each year:
Pupils: varies according to Local Authority need, maximum of 18 pupils across years 2-12.
Teachers: 3 Specialist SEND Qualified Teachers or UQT
Trainee / Higher Level Teaching Assistants (HLTA): 5
Volunteers: None
SEN: all pupils are SEND with EHCPs in place before attending
Residential: None

Human Resources People

Key skills/key personnel (in addition to teaching skills, e.g., nursing skills, PCV driving licences, foreign languages, etc):

- First Aiders (for pupils) plus staff first aiders
- Fire Marshals
- Administrators including budget and banking access
- DSL / DDSL
- Food Hygiene qualified staff to serve and prepare food
- Health and Safety Lead
- Steps Behaviour-trained personnel

Redundancy exposure? N/A
Recruitment issues? N/A
Local employment issues? N/A
Skills register available? N/A

Staffing levels

What would be the minimum number of teaching staff required to provide a core curriculum?

We would need at least one qualified and/or experienced SEND teacher plus at least 4 supporting staff who may be qualified and/or experienced teachers, HLTAs or Trainee HLTAs in this group. In addition, we would need the accredited personnel above to ensure all roles are covered for the health and safety of pupils.

How long can you go without doing any work? (How long before it would be noticed, how long before it would irritate pupils and the parents/carers or other dependent organisations, how long before it would become a showstopper for the service) – measurable in time: *2 days maximum.*

Finance (what would be the consequence of a reduction of funding? Do you have any critical financial functions?)

Building costs and loss of staffing.

Call plan – do you hold all contact details for all Pupils staff/parents/carers?

Yes, on work mobiles and our MIS system, in addition to online telephone Head Teacher software.

Include all relevant contact details in the "Contacts" section of BCP (where possible, including next of kin details for members of staff):

Our staff contacts and next of kin details are stored within Go4Schools.

Premises

Potential issues? (is the building in a flood plain, next to neighbours who may create a disruption, e.g. petrol station or other e.g. railway line). *No*

Minimum space requirements (m^2):

Approx 2000 Sq FT, however, our contingency would be for pupils and staff to work from home online, with online / telephone coaching as per our home learning policy.

Premises and plant

Standard Equipment and Key Access

Excluding IT, which systems and equipment do you use? (printing, kitchen equipment). Following an event it is possible that there will be limited resources available to fulfil your obligations as a school – what would need to be recovered first?

Equipment and Key Assets	Would be supplied from home in the interim	First	Next	Later	Last	N/A
Air Conditioning						x
Heating	x	x				
Security	x	x				
Caretaking			x			
Canteen or meals/kitchen facilities	x	x				
Reception and telephone answering	x		x			
Financial Management	x			x		
Nurse and medical support		x				
Back office for administration and processing	x			x		
School vehicles (excluding home-to-school)						x
Other – Internal Telephones	X (mobiles)		x			
Further explanation if required: During the interim, pupils, staff etc would work from home, the first column shows what would be provided *by* the home. The next columns show the order of that services would be prioritised the to get building ready for return.						

Utilities:

Which supplies do you rely upon?

- Gas -No
- Electricity -Yes Engie FIRST.
- Water -Yes WAVE FIRST
- Other -heating oil (It varies currently ATP / Boiler-juice) FIRST if winter.

Other Activities

Include all internal/external user groups, including any non-income groups that use the premises either during or after school time. – N/A

ICT

ICT (which systems or applications are most important to your school). There will need to be an order for recovery and those that need to be recovered first would be those that are deemed critical ("first") to your school should be listed below.

	Could be accessed from home in the interim	First	Next	Later	Last	N/A
MIS	*Go4Schools* x	x				
Admin	x		x			
Internet	x	x				
Interactive whiteboards				x		
Quickbooks	x		x			

Are workarounds available? (e.g., can systems be replaced by paper documents)

The workaround is to work from home.

Whiteboards – *use manual whiteboards and dry wipe pens.*

Internet – *use paper printouts brought in from home (v short term only as this is essential for office systems)*

Quickbooks – *no workaround – would have to access from home.*

Is any aspect of the core curriculum available via the Internet? *Yes, and through Oak Academy Teaching*

Dependencies – Goods/Services (e.g., Milk/fruit)

We do not have dependencies.

Additional Information

Medical Requirements

Are any medical supplies required (is there a list of requirements, who needs what and when?)

Usual daily first aid and medication that could be given at home, no medical dependencies currently.

Fuel requirements:

Fuel dependency (are you dependent upon fuel for vehicles and/or heating etc)

Yes – heating oil.

Home school transport:

Do any pupils rely on Home to School Transport? *Yes*

How many use the facility? *The majority of pupils, LEA transport via taxi, ECL (Fargo's Taxi, Essex LEA, Tel. 01376 343 179) or Havering CAD email:. cadtransport@havering.gov.uk* -Tel. 01708433843 *see online, telephone Head Teacher for contact details.)*

(Previously Vecteo Taxi Tel. 01702 908 888 also used for Southend pupils.)

Are there peaks of activity and specific deadlines (e.g., exams)? *Yes, Entry levels / GCSEs – information available online specific to that year.*

Single Points of Failure (e.g., are there any single sources of suppliers, key members of staff?) *No*

Near misses (have there been any near misses?)

No, several small floods which were dealt with on the same day with minimal disruption, with only one flood involving one day's closure.

What aspects of the school's service would be hard to fully recover (e.g., lost teaching time- standards)

Lost teaching time, standards, lost paperwork, and resources

PART 2: IDENTIFICATION OF RISK AREAS AND BUSINESS-CRITICAL PROCESSES & CONTINGENCIES

LOSS OF UTILITIES

RISK – LOSS OF UTILITIES	
Who is Responsible - Director / Head Teacher Loss of Electricity or Water supplies presents a risk to the maintenance of services and poses a particular risk to vulnerable staff that may be employed to work in the office for example, if heating is not available to them in cold weather. Water leakage or problems such as blockages or leaks of wastewater and sewage systems may be considered by the Landlord or Clarity Independent School's responsibility depending on where these occur and the tenancy agreement.	
Threat or risk	A complete breakdown of all services. Temporary power failure Loss of electricity Water shortage or burst pipe
Significance	Loss of vital services Disruption for staff Financial loss if maintenance responsibility is with Clarity Independent School Staff may have to work from home where this is possible. The potential relocation of staff to new premises
Measures of control	Clarity Independent School can purchase bottled water from local shops to drink/use. The local water authority manages mains sewage. The Landlord / Clarity Independent School is responsible for utility breakdown that falls within the boundary and arrangements associated with these. A list of trusted contractors will be used for repairs. Long-term arrangements can be implemented and are noted at the end of this plan. Insurance cover can be used if required.
Contingencies	Should a loss of any utility occur for any reason, the Head Teacher will determine the likely duration of the disruption and arrange the immediate provision of emergency supplies as necessary, e.g., bottled water, and a portable generator. In the immediate response, staff will contact the Landlord and, in his absence, where agreed the utility companies in the event of emergencies, leading to a loss of utilities, such as power cuts or loss of supply, or loss of low water supply pressure. Staff will cut off the supply if instructed to do so by the supplier. All emergency numbers will be kept in this document. Pupils may be sent home or the school closes until repairs are undertaken. Clarity Independent School will promptly pay all bills to ensure that the service should not be left without electricity, or water.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Electricity Water	Contact details to make contact with:- Supplier/Electrician/Landlord/Parents/Generator Hire Contact details for:- Supplier/Plumber/Landlord/Parents if school closure required. Consider home learning.

48 hrs	Electricity Water	Contact details as above to advise all listed of updates and plans to re-open if school closure was needed.
72 hrs	Electricity Water	Contact details as above to advise all listed of updates and plans to re-open if school closure was needed

KEY BOILER AND HEATING FAILURE

RISK – BOILER AND HEATING FAILURE OIL & ELECTRIC	
Who is Responsible – Head Teacher Clarity Independent School recognises that essential equipment such as water boilers are subject to wear and tear and occasional breakdown.	
Threat or risk	Breakdown of supply of heating Breakdown of supply of hot water
Significance	Impact of financial position Inconvenience and distress
Measures of control	Cleaning regimes prevent the build-up of dust and other particles that may increase the risk of breakdown. Annual safety checks will be carried out on equipment in accordance with the Clarity Independent school's Health & Safety policy. Annual servicing is undertaken by external contractors and is the responsibility of the Clarity Independent school. The Clarity Independent School keep records of service schedules and arranges for annual maintenance of boilers. The school stores copies of these.
Contingencies	In the breakdown of any essential appliance, the school will use their list of approved repair engineers that may be contacted. The school keeps records of service schedules and arranges for annual maintenance of boilers. Clarity Independent School will ensure that should a breakdown occur to the boiler that cannot be repaired, a new boiler will be installed. Pupils may be sent home or the school closes until repairs are undertaken.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Heating Failure	Contact details for Approved Heating Engineer/Parents if school closure required. Consider home learning.
48 hrs	Heating Failure	Contact details as above to ascertain when heating will be reinstated/boiler replaced and advise parents if school closure required and plan to re-open.
72 hrs	Heating Failure	Contact details as above to ascertain when heating will be reinstated/boiler replaced and advise parents if school closure required and plan to re-open.

DATA AND TELECOMMUNICATION

RISK – IT SYSTEM FAILURE/ THEFT / TELECOMMUNICATIONS FAILURE	
Who is Responsible - Director / Head Teacher Clarity Independent School securely stores essential and confidential data, documents, and records in electronic and / or physical form, including archived documents such as Pupils' notes, invoices and receipts, contracts, and agreements. The loss of such data would be considerable. During an incident where the Internet is down, the school would lose connection relating to telephones, interactive whiteboards and CCTV.	
Threat or risk	Loss of all devices Service failure Virus, Sabotage Accidently switching off Theft, Fire, Flood, Water leak, Loss of power Internet failure Hardware/network switch failure Road works cutting cable Loss of all networks Damage to internal equipment and or network Unpaid invoices for services provided
Significance	Loss of income Loss of education Disruption of pupils learning and potential elevation of behaviors CCTV not capturing data The risk to commissioning The potential loss or delay of income
Measures of control	Daily back-up on I Cloud I.T. System, which is accessible from anywhere A remote working facility is possible meaning that records can be accessed away from the premises. Protected server and external management service to reduce the risk of tampering /damage/hacking Upgrade of I.T. and Communications is routinely undertaken. Paper copies are to be available and can be implemented in the short term until the data system has been restored. Lockable storage for portable IT equipment is provided to reduce the likelihood of theft. One landline installed ensures that where mobile connectivity is disrupted communication can be maintained. Mobile phone access includes a range of various networks meaning that one network is likely to have service and provide connectivity where the landline is out of action. Should telecommunication fail, emails and text messages can be used temporarily. GDPR compliance would be assured. Insurance is in place. We have a switch cover that prevents accidental cut off. The switch is also labeled.
Contingencies	The Head Teacher will report the theft of equipment to the Police and take all necessary steps to support the investigation. The Head Teacher will report the incident to IT providers if failure of the system is suspected. Staff will be debriefed to ensure that they are aware of the situation and to reduce further exposure.

	The Head Teacher will work with the ICO and other invested parties to ensure that impact reduction strategies are implemented if this is necessary for response to theft/hacking. The Head Teacher will ensure that lessons are learned, and system management is strengthened. Routine audits are undertaken to ensure that systems are functional and effective.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	IT System failure/theft	Contact details for IT provider and ICO. Support from IT to reboot system and retrieve data. Check either landline or mobile phones are working. If theft, report to the Police. Staff to be debriefed to reduce further exposure if necessary. Staff to adapt learning for no internet.
48 hrs	IT system failure	Continue to work with IT provider. If no internet, ensure plan for continued learning is in place
72 hrs	IS System failure	Continue to work with IT provider. If no internet, ensure plan for continued learning is in place

DATA BREACH

RISK – DATA BREACH
Who is Responsible - Director Head Teacher Clarity Independent School securely stores essential and confidential data, documents, and records in electronic and / or physical form, including archived documents such as Pupils' notes and receipts, contracts, and agreements. The loss of such data would be considerable. Staff are aware of their responsibilities of ensuring personal data is not shared without assurances in the first instance or where a safeguarding or other serious matter determines the authority to do so.

Threat or risk	Documents are unintentionally left in places of easy access. Disgruntled staff using the information to sabotage the organisation. Staff neglecting responsibilities. Intruder Lack of training and staff not understanding their responsibilities
Significance	Loss of income Loss of services Prosecution The risk to commissioning
Measures of control	Clarity Independent School is registered with the ICO. We consider and document the legal requirements for controlling and/or processing Data. Mechanisms for security, storage, retention, and data flow are compliant with GDPR. A privacy policy has been developed that describes data arrangements and where consent is required, data subjects' rights are protected. A DPO is appointed and/or suitable arrangements in place that demonstrate control of risk and privacy by design. Suitable protocols are present to demonstrate how the assured would manage a data breach. Data Impact assessments are regularly undertaken and consider risks around recording and consent.
Contingencies	The Head Teacher will report the theft of equipment to the Police and take all necessary steps to support the investigation. The Head Teacher will work with the ICO and other invested parties to ensure that impact-reduction strategies are implemented. The Head Teacher will ensure that lessons are learned, and system management is strengthened. Routine audits are undertaken to ensure that systems are functional and effective.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Data Breach	Work with IT support to retrieve data where possible. If theft, report to police. Complete a data breach form, Appendix 2 of Data Protection Policy to decide on actions and if needed, inform ICO.
48 hrs	Data Breach	If individual's rights are at risk inform ICO within 72hrs via the DSPT. https://www.dsptoolkit.nhs.uk/Help/29
72 hrs	Data Breach	If individual's rights are at risk inform ICO within 72hrs via the DSPT. https://www.dsptoolkit.nhs.uk/Help/29

LOSS OF RECORDS – FINANCE/ PUPILS' FILES/ STAFF FILES/ TRAINING

RISK – LOSS OF RECORDS – FINANCE/ PUPILS' FILES/ STAFF FILES/ TRAINING	
Who is Responsible - Director / Head Teacher Clarity Independent School is clear that the loss of records will disrupt the day-to-day running of the service they provide.	
Threat or risk	Loss of all devices Mishandling of data and or transaction sheets Lost or damaged paper / electronic records Fraud
Significance	Loss of income Loss of data and service disruption Commissioning risk Damage to reputation Prosecution Financial loss Disrupts investigation. Service Disruption and impact on pupils The training provider is not able to provide copies of certificates Not able to provide any evidence for claim investigation Not able to evidence documentation if required to Placing Authority or Regulator
Measures of control	Access to financial arrangements is externally gained through accountancy services The database can be accessed remotely. Data is securely stored on the ICloud system and is backed up continually. DBS checks are carried out on all staff and reduce the risk of employing staff that have been prosecuted for fraud. Safe recruitment practices are robust, including references, gaps in employment history and rights to work in the UK checks. Staff disciplinary procedures are in place, where staff are a suspected cause. Accountancy back-up will restore financial records. Contract details are held in a secure drive ICloud, I.T. System Local Authorities may provide copies of contracts. Pupils' files are kept securely on ICloud, and copies are available for pupils and kept securely. Staff information is kept securely. The training provider can be approached to provide copies if required. The training matrix flags when training is due to prevent certificates from running out of date and provides the most up-to-date information. All staff are trained with relevant skills for all supporting activities and understand the pupils' needs, meaning that they may not have to refer to EHCP daily. Pupils have a copy of their support plan kept in their homes and would not be affected by the system breakdown or accidental destruction of files kept in the office.
Contingencies	The Head Teacher will report concerns at the earliest opportunity. If necessary, the local authority may need to be notified. Regular training providers are used and will maintain a matrix and or evidence of courses completed. Duplicate certificates can be provided.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Loss of Records	Establish exactly what records have been lost. Report to Local Authorities if necessary. If theft or fraud, report to police. Work with IT support to see if electronic records can be reinstated. Access financial records externally
48 hrs	Loss of Records	Work with IT support to see if electronic records can be reinstated
72 hrs	Loss of Records	Work with IT support to see if electronic records can be reinstated

FLOOD AND ANY OTHER UNEXPECTED INCIDENT

RISK – FLOOD AND ANY OTHER UNEXPECTED INCIDENT:
Who is Responsible - Director Head Teacher If the premises are disrupted due to flooding, whether caused by adverse weather or plumbing emergencies or other unexpected circumstances that may result in a building needing to be evacuated, Clarity Independent School will work with the Landlord to ensure that the duration of disruption is lessened wherever possible.

Threat or risk	Unforeseen weather occurrence Lack of preparation, such as placing flood defenses at the door Poorly Maintained building Loss of utilities – heating and water Staff not being able to get to work due to floods
Significance	Loss of building Business relocation Relocation of staff to new premises Support disruption and impact on pupil Loss of income through cancelled visits and or use of agency staff Staff redundancy
Measures of control	The area has never flooded, which reduces the risk to the office. Roads are usually cleared quickly of snow and debris by the council. Staff will monitor the weather and prepare alternative arrangements if necessary. Regular updates to support staff to access work safely are ensured. Arrangements will be explored to ensure, wherever possible, that continuity of care is prioritised in bad weather. Staff rota could be reviewed for a short time to cover staff that cannot get to work. Cover staff can be used if necessary and available, if access from their location is closer and not affected by weather. Staff may need to extend hours to cover shifts for staff that cannot get to work. Health and safety leads are The Headteacher/Business Manager. Health and safety policies outline strategies that guide staff to respond to such events. Staff practice evacuations records stored in the office in the health and safety folder
Contingencies	In the immediate circumstance and should significant parts of the premises become unsafe to use, Clarity Independent School could consider using portacabins in the grounds or arrange with an estate agent to set up an alternative location that will provide suitable premises. Clarity Independent School would consider asking office staff to work from home where practical. Pupils may be sent home or the school closes until repairs/restructure are undertaken.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Flood Risk	Contact details for plumber, staff and parents if school closure, landlord, Local Authorities and insurers. Consider home learning.
48 hrs	Flood Risk	Inform staff and parents of plan to re-open.
72 hrs	Flood Risk	Inform staff and parents of plan to re-open.

LOSS OF BUILDING THROUGH FIRE

RISK – FIRE:	
Who is Responsible - Director Head Teacher The premises are protected by robust fire systems that will alert staff at the onset of fire detection. The staff are trained and confident to support effective evacuations.	
Threat or risk	Unforeseen weather occurrence. Poorly Maintained building Electrical fault – heating/water/white goods Lightning strike Arson Lack of risk management Poorly managed smoking policy
Significance	Loss of building Business relocation Relocation of staff to a new location Financial impact Staff redundancy through financial loss Loss of staff due to the location of premises Commissioning risk
Measures of control	Robust risk assessments are developed. Staff receive health and safety, fire safety and evacuation training which is annually refreshed. Pupils may have PEEPS in place that guides staff to effectively evacuate Pupils from their classrooms should a fire break out there. Pupils/staff are not permitted to smoke in the grounds or car park. Fire detection is in place in the office building and is hard-wired. Fire doors are fitted and will contain the fire for up to 30 minutes allowing a safer evacuation. Firefighting equipment is situated throughout the building. PAT testing is annually undertaken in the office. Routine inspection of the condition of leads and the safety of these positioning to ensure the risk of exposed wiring and/or trips are reduced. The school carries out regular checks of fire equipment. Clarity Independent School conducts a Fire risk assessment, which is checked by an external service (Peninsula Health and Safety). Fire-resistant furniture is used. The health and safety leads are The Headteacher/Business Manager. Relocation may be implemented as stated at the back of this plan.
Contingencies	In the immediate circumstance and should parts of the property become inhabitable, Clarity Independent School may erect portacabins in the grounds or could arrange with an estate agency to find a location that will provide suitable premises. Clarity Independent School may ask staff to work from home if possible. Pupils may be sent home or the school closes until repairs are undertaken. Remote learning may be implemented.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Fire Damage	Contact the Fire Service, Police. Contact staff, parents and Local Authorities if closure required. Inform insurers. Contact IT provider to ensure data retrieval. Consider home learning.
48 hrs	Fire Damage	Contact portacabin providers/ Estate Agents for relocation if necessary. Inform staff, parents and Local Authorities of updates and plan to re-open.
72 hrs	Fire Damage	Inform staff, parents of updates and plan to re-open.

LOSS OF ACCESS TO THE BUILDING

RISK – LOSS OF ACCESS TO THE BUILDING	
Who is Responsible - Director Head Teacher The Head Teacher will monitor the weather to ensure that wherever possible staff are alerted to any forecast that may prevent them from accessing or leaving the premises. Measures will be implemented to reduce disruption wherever possible	
Threat or risk	Sinkhole Fallen tree Unforeseen weather Road traffic accident blocking access Social incident Boiler explosion Burst Water Pipe
Significance	Injury to staff Claim where Clarity Independent School is responsible Prosecution where Clarity Independent School is responsible Loss of building Business relocation Relocation of staff Commissioning risk Loss of income Staff redundancy
Measures of control	The school is responsible for all maintenance and repair. The school ensures that only reputable tradespeople will undertake repairs. The health and safety leads are The Headteacher/Business Manager. There are no large trees that are likely to cause damage to the property. The weather is monitored, and appropriate measures will be implemented at the earliest opportunity. There is no known risk of sinkholes in the area. Social incidents/road traffic accidents cannot be directly controlled, but the school is situated in a rural part of the countryside and is unlikely to be affected by this. Staff share information to reduce the impact on the service and other staff. The service is set back from the main road and is very unlikely to be struck by passing vehicles. Insurance cover is in place and will be used only if costs are high.
Contingencies	In the immediate circumstance and should significant parts of the building become inaccessible, Clarity Independent School could arrange for a portacabin to be erected in the grounds or contact an estate agency to set up a temporary location that will provide suitable premises. The Landlord may be involved with this process. The director will engage with the Landlord to explore any potential changes to the structural layout to enable the service to continue providing support to prevent impact moving forward. Lessons learnt from managing this type of crisis will prevent risk and or reduce the impact if the same were to re-occur. Clarity Independent School may ask staff to work from home if this is possible and implement virtual home learning.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Loss of access to Building	Contact details for staff, parents and Local Authorities in case of school closure. Plumber, Landlord, Estate Agent or portacabin provider.
48 hrs	Loss of access to Building	Contact staff and parents. Implement working from home for staff and home learning for pupils if necessary or plan to re-open.
72 hrs	Loss of access to Building	Contact staff and parents with plan to re-open.

LOSS OF KEY PERSONNEL

RISK – LOSS/ SHORTAGE OF PERSONNEL
Who is Responsible - Director Head Teacher Every staff member in the Company might be considered 'key personnel', without whom the Company would not function efficiently. This is true whether the employee is a Head Teacher, care staff, or office personnel. The skills of its staff determine the success of any company. Clarity Independent School views its staff as its most valuable asset. Therefore, the potential loss of key people or employees due to injury is a risk that the Company does not underestimate. The company addresses the possibility of losing staff even when this involves a few employees leaving at any given time, for example, through resignations, illness or female staff going on maternity leave at around the same time.

Threat or risk	Outbreak of illness Alternative employment Lack of robust risk management Disruptive environment Frequent injuries at work due to Pupils' behaviours or lack of training Maternity Multiple resignations
Significance	Reduction in demand of services Staff redundancies because of a drop in demand Disruption to Pupils Disruption to service Commissioning risk and slow payment of invoices by LEAs Damage to reputation
Measures of control	Robust recruitment and Induction practices are in place. Policies are in place to support staff to understand the Clarity Independent School expectations of staff to deliver high standards of support. Staff receive good quality training. Staff report illness as soon as possible. Staff return to work strategy is in place. Regular supervision for all staff and frequency is increased for new staff. Supervision on request if required more often to support staff. Regular team meetings where issues can be discussed regarding the Pupils' behaviour and staff and any challenging issues they may face. Routine monthly reviews of Pupils' files provide oversight and ensure staff are working with the most current plans. Risk management is robust and relates to Pupils presenting behaviours that challenge health and safety matters. Positive relationships with placing authorities promote the Pupils' welfare and strengthen the understanding between the service and Local Authority expectations. Staff may cover extra shifts or agency staff can be used as a last resort.
Contingencies	Clarity Independent School staff are supported and regularly supervised. There is suitable support for staff through and after pregnancy. Robust recruitment ensures only suitable staff are selected. The quality of support that staff receive promotes good staff retention. The relationship between staff and the management is reviewed and strengthened at every opportunity to promote a healthy and pleasant environment for workplace activities.

	If staffing falls below expected numbers, Virtual learning may be offered in the short term. Clarity Independent School protects its business and employees by taking out appropriate Employers Liability insurance.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Loss/shortage of personnel	Dependent on number of staff unable to attend school, SLT to deliver learning. Contact details for parents if home learning required.
48 hrs	Loss/shortage of personnel	Contact parents and staff. If staff levels fall below expected numbers, home learning to be offered.
72 hrs	Loss/shortage of personnel	Contact parents and staff. If staff levels fall below expected numbers, home learning to be offered.

LOSS OF A DIRECTOR

RISK – LOSS OF A DIRECTOR	
Who is Responsible - Director Head Teacher The Company's Directors are vital to the successful running of Clarity Independent School. The loss or prolonged absence of any director (e.g., beyond the duration of a typical holiday) may cause the company's business processes to become compromised, particularly in the short term. Clarity Independent School recognises that directors possess the necessary skills and attributes to run the Company. Notwithstanding, if the Director were to be suddenly taken ill or was unable to attend work for any reason, or if their absence were prolonged or indefinite, the Company would struggle but survive.	
Threat or risk	Sudden onset of illness and inability to run business Lack of planning for such an event
Significance	Closure of Company Staff redundancy Pupils relocated
Measures of control	The Business Manager will immediately take charge in the long-term absence or incapacity of the Director or Proprietor. The Business Manager will act up in the Director's absence for long-term arrangements. The Business Manager will have access to such finances. The regulator will be informed (Ofsted, ISI and LAs) Where long-term arrangements make changes to the Head Teacher, the proprietor will recruit a new Head Teacher at the earliest opportunity. Where long-term arrangements make changes to the Director, the Proprietor will recruit a new Director at the earliest opportunity. In the case of loss or incapacity of the Proprietor, the Business Manager will, in consultation with the Proprietor's beneficiaries, make long-term plans for the company, such as selling or closing.
Contingencies	The immediate handover of responsibility to the Business Manager will provide the contingencies to hold the business in a positive position. The implementation of a suitable Director / Proprietor (selling the company) will promote the continuation of services with minimal disruption. Virtual home learning may be considered.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Loss of Director	Contact staff, local authorities, parents. Business Manager to assume responsibility for day to day running of the business. SLT to meet. Consider home learning.
48 hrs	Loss of Director	Contact parents if virtual learning is required. Business Manager to consult with Proprietors beneficiaries regarding immediate/long term plans for the business.
72 hrs	Loss of Director	Contact parents to advise when school will re-open.

LOSS OF KEY SUPPLIERS/PARTNERS' ACTION

RISK – LOCAL AUTHORITY ACTION / IMPACT ON PLACEMENTS
Who is Responsible - Director / Head Teacher Clarity Independent School has recruitment policies and procedures that should provide sufficient guidance should disciplinary procedures be necessary. Additionally, legal representation can be sourced. Should they find that the Company's services or facilities are not adequately meeting the required standards, Clarity Independent School will resolve to reach compliance at the earliest possible time. In such an eventuality, the Company will always ensure all services are maintained. Pupils continue to be provided with support and activities as detailed in their EHCP. The Company has implemented robust measures to reduce the company's prospect of finding itself subject to any local authority concerns.

Threat or risk	Lack of confidence in service by placing Authority Lack of demand in service provision Poorly recruited staff Poor induction Poor supervision / monitoring / quality assurance Poor training Closure of Clarity Independent School
Significance	Local authority losing confidence and this impacting on current and future placements Staff not effectively undertaking support of pupils due to lack of training and supervision Staff redundancy Pupils relocated Complaints Prosecution
Measures of control	Robust systems are in place to evidence that routine audits are carried out and that the Head Teacher has good oversight on day to day running of Clarity Independent School Pupils' files are routinely reviewed to ensure that their support is effectively supported Pupils and their families are involved in the development of supporting plans to ensure that these are relevant and effective Robust recruitment is in place Staff are suitably trained to undertake support requirements Staff have regular supervision and access to supervision as requested Systems for ensuring compliance with staff training requirements, including accurate training recording, and flagging updates Standardisation and consistency of EHCP for Pupils A wide range of policies and procedures are in place and provide guidance and information for staff to refer to. Management has regular oversight of staff practice through Quality Assurance procedures. The Ethos of this school is: ▪ treating all those within the school community (e.g. pupils, staff, parents, and the outside community) as individuals with their own particular abilities, beliefs, challenges, attitudes, and backgrounds

	▪ maintaining a school ethos that promotes equality, develops understanding, and challenges stereotypes, misconceptions, and prejudices ▪ encouraging everyone in our school community to gain a positive self-image and high esteem ▪ having high expectations of everyone involved with the whole school community ▪ promoting mutual respect and valuing each other's similarities and differences and facing equality issues openly and honestly ▪ identifying, challenging, and removing all practices, procedures, and customs which are discriminatory and replacing them with practices that are fair to all ▪ monitoring, evaluating, and reviewing all the above to secure continuous improvement in all that we do
Contingencies	Head Teachers' supervision is routinely provided to ensure that the service is being run effectively through auditing, external consultancy and transparent accountability to the Senior Leadership Team, as per the school's 'Leadership Policy: Governance, Check-and-Challenge and Accountability Policy'. Clarity Independent School will work alongside the Local Authority to resolve any concerns and issues from which the confidence in our service has derived. Clarity Independent School will develop an action plan outlining the issues raised in the report and will endeavor to address the shortfalls promptly. Clarity Independent School will ensure wherever possible to resolve complaints promptly and within the timeframe stated in the policy. Liaison with the Pupil and their family will be set up immediately so that they feel listened to and that the complaint is received and managed well, as per Complaints Policy.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	LA action impact on placements	Write an action plan to address shortfalls in the report. Follow complaints policy and if needed set up meeting with family and pupil immediately.
48 hrs	LA action impact on placements	Work with the Local Authorities to resolve any concerns.
72 hrs	LA action impact on placements	Work with the Local Authorities to resolve any concerns.

LOSS OF PLACEMENT DEMAND

RISK – LOSS OF PLACEMENT DEMAND
Who is Responsible - Director / Head Teacher The loss of contracts with Local Education Authorities for the Company to provide support for pupils with complex learning and challenging behaviours would be regarded as a considerable threat to the business's future viability.

Threat or risk	Poor relationship with placing Authorities Poorly delivered services Termination of contracts Reduction in need in geographical area Other providers increasing their offer and competition
Significance	Impact on financial viability Poorly funded service Staff redundancy Closure of Clarity Independent School
Measures of control	Clarity Independent School understands the responsibility of supporting Pupils suitably. Robust EHCP are in place which are developed involving the pupil, LEA and their family. Suitable admission processes are in place to reduce poorly placed pupils and increase the risk of high exit rates. Relationships are positive and strong between Clarity Independent School and the placing authority. The Head Teacher works closely with social workers and SEND workers at the LEAs to ensure they understand what is expected of the organisation. Clarity Independent School welcomes suggestions to improve outcomes for pupils.
Contingencies	Clarity Independent School will continue to seek to comply with LEA's contractual obligations and welcome suggestions to improve services, whether through informal meetings or because of more formal processes. Clarity Independent School aims to meet all requirements as laid out by the Local Authority and continue to do so by adopting innovative approaches to service delivery within the Company. The organisation will engage, if necessary, with external consultants to improve practices.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Loss of placement demand	Work with the Local Authorities to resolve any concerns.
48 hrs	Loss of placement demand	Work with the Local Authorities to resolve any concerns.

		If necessary, engage with external consultants to improve practice.
72 hrs	Loss of placement demand	Work with the Local Authorities to resolve any concerns. If necessary, engage with external consultants to improve practice.

DELAY OF REVENUE THROUGH UNPAID INVOICES

RISK – DELAY OF REVENUE THROUGH UNPAID INVOICES
Who is Responsible - Head Teacher Any delay in receiving payments due to Clarity Independent School particularly payments from the Local Authority poses a considerable threat to the Company; any further or prolonged delay is likely to result in the Company not being able to maintain the same services for which it is contracted by the Local Authority to provide. Clarity Independent School depends on the Local Education Authorities meeting their contractual obligations to pay for contracted services because such payment represents the necessary income for the Company to sustain its business purpose and objectives and thus meet its contractual commitments to the Local Education Authorities.

Threat or risk	Poor relationship with placing Authorities Poorly delivered services
Significance	Prevent Clarity Independent School from delivering services as per contract Unable to fulfil contractual obligations such as training Poorly funded service Staff redundancy Closure of Clarity Independent School
Measures of control	Payment agreement in place Positive relationship with payment departments The Business Manager will contact the payment department immediately after the non-receipt of payment. Any complaint or query regarding the reason for the withholding of finances will be resolved as soon as possible. A meeting will be set up to go through the points.
Contingencies	Clarity Independent School will continue to seek to comply with the LEAs' contractual obligations and welcome suggestions to improve services, whether through informal meetings or because of more formal processes. Clarity Independent School aims to meet all requirements as laid out by the Local Authority and continue to do so by adopting innovative approaches to service delivery within the Company. Clarity Independent School will broaden its scope of business by engaging with LEAs from outside the county if necessary. The organisation will engage, if necessary, with external consultants to improve practices. Legal action may be considered.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Delay of revenue	Contact details for Local Authorities payment departments. Business Manager to negotiate in meeting, by phone and email with payment department and prime contact at LA for prompt payment using the National Schools & Colleges Contract standards.
48 hrs	Delay of revenue	Business Manager to negotiate in meeting, by phone and email with payment department and prime contact at LA

		for prompt payment using the National Schools & Colleges Contract standards.
72 hrs	Delay of revenue	Business Manager to negotiate in meeting, by phone and email with payment department and prime contact at LA for prompt payment using the National Schools & Colleges Contract standards. Legal action may be considered.

CONTROL OF INFECTIOUS AND COMMUNICABLE DISEASES

RISK – OUTBREAK OF INFECTIOUS and COMMUNICABLE DISEASES	
Who is Responsible - Director / Head Teacher Clarity Independent School has always taken appropriate precautions to mitigate the risk of infections occurring and has developed clear and robust contingencies for dealing with outbreaks should they occur. These contingencies and processes for infection outbreaks are fully detailed in the Clarity Independent School Infection Prevention and Control Policy and COVID policy.	
Threat or risk	The threat of an outbreak of infectious diseases is a genuine concern to any provider. Unforeseen illness outbreak The pupil may not notify staff of the onset of illness. Staff may not respond promptly and appropriately. Lack of infection control on the premises Poor management of infection controls, health and safety and keeping updated with Government guidance. Lack of staff training.
Significance	Spread of illness Long-term health effects on staff and pupils Possible fatal consequences Impact on staffing levels Disruption to service delivery Impact on continuity of care provided. Investigation Impact on regulatory rating Commissioning risk Damage to reputation High turnover of staff Increased staff absence Financial risk
Measures of control	Due to the nature of the relationship that staff form with the pupils means that they may recognise the signs of illness in the absence of the pupil being able to or wishing to inform them. Staff report their and pupils' illnesses as soon as possible. Detailed return to work review undertaken with staff. Relevant policies to guide staff in the event of an outbreak of infection/ epidemic and or pandemic. COSHH, PPE, Health and Safety, Infection Control and RIDDOR policies are in place and provide clear guidance. The pupil will be cared for appropriately depending on the level of risk and required intervention. Necessary additional risk assessments may be required to manage the associated risk potential. Infection control, Food Safety and Health and Safety training are provided for all staff. First aid and food safety training for all care staff. Food safety is managed well, and any concern is reported. Clarity Independent School has robust cleaning regimes in place to reduce infection risk. Staff have access to PPE. Pupils' welfare is regularly reviewed and discussed during team meetings and discussed daily during staff handover.

	External organisations can be accessed where necessary to provide support and guidance. Rubbish is cleared away appropriately at the end of the day. Pupils are educated about the spread of infection if this is necessary.
Contingencies	Clarity Independent School will report any serious outbreak of illness with the local authority, UKHSA and regulator where necessary. Staff will undertake deep cleaning in the office. Relocation of staff may be required whilst this process is undertaken. Clarity Independent School will work with external agencies and local government to ensure that they maintain a high standard of infection control management. Staff receive good standards of training and health, and safety matters are discussed in staff meetings and supervision. In a severe national epidemic or pandemic, the contingency plan will be based on Government guidance and updated as frequently as health updates are provided. The Head Teacher will set up connections with Government updates to ensure the service is supported with relevant information. The contingency plan will be in addition to the business continuity plan. Staffing arrangements will be reviewed, and rotas adjusted to reduce the spread of infection. Equipment will be provided where required. Staff will be kept informed throughout the duration. It may be required or considered that remote learning will be implemented. **COVID-19 (Coronavirus)** The Company will continue to take additional Government guidance from UKHSA on any developments in Coronavirus transmission. All services will be expected to post information downloaded from Public Health England and act in accordance with this. Clarity Independent School has developed a detailed Covid policy (which is currently inactive) that provides suitable information to support the management of an outbreak. This document is regularly reviewed when active. Updates relating to the Coronavirus will be distributed to all services and Pupils' families as they arise. Home learning may be considered and provided remotely.

Probability	Impact	Overall risk
2	1	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Outbreak of Infectious Diseases	Take appropriate precautions to stop the disease spreading such as deep cleaning. Contact details for Local Authorities and UKHSA to report serious outbreak. In a severe national epidemic, follow government guidelines. Review staffing arrangements. Consider home learning.
48 hrs	Outbreak of Infectious Diseases	Maintain a high level of infection control – work with external agency if required. Contact staff and parents to advise on home learning and plan to re-open.

72 hrs	Outbreak of Infectious Diseases	Maintain a high level of infection control – work with external agency if required. Contact staff and parents to advise on home learning and plan to re-open.

ENVIRONMENTAL DISRUPTION

RISK – ENVIRONMENTAL DISRUPTION	
Who is Responsible - Director Head Teacher Staff at Clarity Independent School build positive relationships with pupils but understand that they have unsettled periods where their behaviour may cause damage to property. Equally, the damage could be caused by an accident and lack of attention when undertaking a task.	
Threat or risk	Injury to staff and or pupils Unforeseen events, as mentioned above Challenging behaviour from pupils that are not managed effectively Health and safety concerns/breech
Significance	Disruption of service and impact on pupils Injury to staff and or pupils Injury to visitors or contractors if damage occurs in the office environment Damage to property or contents in the school Insurance claim Commissioning risk Financial impact
Measures of control	Staff undertake health and safety training. Routine health and safety checks are undertaken and recorded weekly. The health and safety leads are The Headteacher and The Business Manager. Maintenance requirements/concerns are promptly responded to and are the school's responsibility. All staff undertake manual handling training. Risk assessments are in place to reduce risk regarding the environment. Individual risk assessments regarding the pupils are undertaken and regularly reviewed and updated. Dress code policy was implemented that guides staff relating to the expectation of appropriate dress ware.
Contingencies	The school will arrange for maintenance personnel that attend to repairs promptly. The staff are trained and follow health and safety controls.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Environmental disruption	First aid for any injured parties. Contact details for parent. Health and safety check of the building. Contact details for School handyman/local builder to arrange immediate repair of property if needed. De-brief

		with staff. Relevant reports written and reported to RIDDOR/HSE if necessary.
48 hrs	Environmental disruption	Ensure repairs to property complete. Health and safety check of the building. Individual risk assessments reviewed if necessary.
72 hrs	Environmental disruption	Health and safety check of the building.

ACCIDENTS

RISK – ACCIDENTS	
Who is Responsible - Head Teacher / Staff Clarity Independent School has robust accident and incident reporting methods, and these are reviewed by management at the earliest opportunity. Lessons learnt is an integral process to our responses and implementation of updating supporting files and or health and safety matters in the organisation where necessary.	
Threat or risk	Pupils exhibiting challenging/excitable behaviour Undetected environmental damage Poorly inspected equipment Lack of routine health and safety management Staff lack of responsibility, accountability, and reporting practices
Significance	The financial impact on business High turnover of staff Injury to Pupils Injury to staff Injury to others Death of staff or pupils and others Prosecution Commissioning risk Damage to reputation
Measures of control	Staff undertake health and safety training. Robust risk assessments to manage challenging behaviours If behaviours are physical, behaviour management plans are implemented. EHCP and risk assessments are reviewed and amended where necessary. Environmental risk assessments are undertaken annually. Monthly health and safety checks are undertaken and recorded. Daily health and safety checks are carried out. Health and Safety matters are routinely discussed in team meetings. Staff report any concerns immediately, and these are recorded. Staff are first aid trained. Staff have health and safety training. Staff understand their role and responsibilities. Disciplinary processes where staff conduct is of concern or where staff neglect is suspected and/or identified in incident reporting screening. Maintenance repairs are carried out promptly by competent tradespeople and arranged through the school. Staff are supervised, and their practice is monitored regularly.
Contingencies	Health and safety monitoring is ongoing and provides assurances of a safe environment. The Head Teacher will report all serious injuries to RIDDOR without delay. The Head Teacher will work closely with the HSE should the matter be under their investigation. The Head Teacher welcomes external suggestions to improve health and safety management and consultants may be engaged if necessary

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Accident	First aid for any injured parties. Contact details for parent. Health and safety check of the building. Contact details for School handyman/local builder to arrange immediate repair of property if needed. De-brief with staff. Relevant reports written and reported to RIDDOR/HSE if necessary.
48 hrs	Accident	Ensure repairs to property complete. Health and safety check of the building. Individual risk assessments reviewed if necessary.
72 hrs	Accident	Health and safety check of the building.

CHALLENGING BEHAVIOUR EXHIBITED BY PUPILS

RISK – CHALLENGING BEHAVIOUR EXHIBITED BY PUPILS AND OR THEIR FAMILY	
Who is Responsible - Director / Head Teacher Staff at Clarity Independent School are trained to manage behaviours that may be challenging. They build positive relationships with pupils and this respectful engagement is vital to the management of harmful behaviours and central to restorative practices.	
Threat or risk	Unpredictable behaviours and unknown risk potential Poorly developed/documented incident recording Lack of management oversight concerning admission processes and staff practice Poorly developed risk assessments to control situations and manage staff effectively Existing conditions that are linked to uncontrolled behaviours such as ADHD
Significance	The risk to business reputation High staff turnover Investigation Injury to staff and pupils Termination of pupils' support Disruption to service Commissioning risk Breakdown of relationships between staff and pupils and their family
Measures of control	Robust pre-admission assessments are undertaken before admission to ensure that the service can provide a suitable placement where possible. This includes the matching of the pupils with the staff skills. Pupils' behaviour is managed through risk assessments where necessary. Robust risk assessments are developed to support staff in managing challenging situations. Incident report forms that are comprehensive and reviewed by management. Debriefing is undertaken following an incident. Staff are trained in de-escalation techniques. Staff form positive relationships with the pupils, which reduces the likelihood of aggressive behaviour. Risk Assessments and EHCP are reviewed and updated as necessary. Staffing levels are appropriately assessed. A robust safeguarding process is in place. Staff have lone working policy guidance. Staff have routine supervision, and frequency can be increased if required. External organisations can be accessed for specialist support.
Contingencies	Lone working and other related policies are routinely updated to ensure that they provide sufficient information for staff. Staff receive ongoing de-escalation training to ensure they have the confidence and know-how to manage challenging situations.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Challenging Behaviour	Follow behaviour policy for students. Follow complaints procedure for Parents. First aid treatment for any injured parties. Contact parents if required. Debrief with staff. Relevant reports written and reported to RIDDOR if necessary.
48 hrs	Challenging Behaviour	Review of individual risk assessment if necessary.
72 hrs	Challenging Behaviour	Review of staff training if necessary. Seek specialist help if required.

SAFEGUARDING

RISK – SAFEGUARDING
Who is Responsible - Head Teacher / Staff Clarity Independent School has strong safeguarding practices and procedures that ensure that all Pupils are well cared for. Routine training and regular supervision maintain staff knowledge and understanding of their role. Safeguarding Clarity Independent School will always work to: • Protect our children from maltreatment. • Prevent impairment of our children's health or development • Ensure that our children are growing up in circumstances consistent with the provision of safe and effective care • Undertake that role to enable our children and young people to have optimum life chances and enter adulthood successfully. (Children's Act 2014) Safeguarding is not just about protecting children from deliberate harm. It is a preventative agenda that helps children and young people achieve their full potential, regardless of negative factors such as poverty or social exclusion, by providing services and support to overcome barriers to achievement. It also includes issues relating to: • health and safety • bullying • racist abuse • harassment and discrimination use of physical intervention • Coercion • Extremism • meeting the needs of children and young people with medical needs • providing first aid • drug and substance misuse educational visits • internet safety • site security

Threat or risk	Unforeseen events Pupils' unpredictable behaviour Poor staff practice Disgruntled Staff False allegation Substantiated allegation
Significance	Relocation of pupils Increased turnover of staff Staff disciplinary Prosecution Insurance claim Closure of Clarity Independent School
Measures of control	Robust, safe recruitment practices are in place. All staff have fully enhanced DBS checks, two references are required and verified, and gaps in employment history are explained. Rights to work in the U.K. are also assured. Training includes core face-to-face courses. Safeguarding lead is **Michelle Deveney with Debbie Hanson and Richard Clow as Deputy Safeguarding Leads.** Staff receive regular supervision, which can be increased if required. Safeguarding is discussed, and concerns raised are immediately responded to.

	Routine observation of practice is undertaken. Disciplinary processes are robust. Safeguarding processes are robust. Pupils' plans are routinely reviewed and updated where necessary. Risk assessments are also reviewed routinely and updated where necessary. Staff form positive relationships with Pupils and, by doing so, reduce the risk of concerning behaviour.
Contingencies	Robust policies and procedures are in place. Staff meetings discuss safeguarding issues. Staff are updated when legislation changes in preparation for these. Clarity Independent School has a positive relationship with placing authorities and responds well to suggestions. Clarity Independent School collaborate with supporting service during professionals' meetings to ensure where possible the parent / carer / foster carer can maintain placement stability. Staff disciplinary processes are robust, and Clarity Independent School will not hesitate to suspend staff and instigate safeguarding processes where necessary. Clarity Independent School is committed to the safeguarding of the people they support and will report any serious concerns to the Local Authority Designated Officer (LADO) and work in line with the investigation and consequence action plan.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Safeguarding	Staff to follow safeguarding policy and procedures. Make DSL aware if incident (child) has been reported on CPOMS by use of pink slip. DSL to take lead. Re adults - any concerns including low-level, to be reported to Headteacher, any serious concerns to be reported to LADO by Headteacher. Concerns about Headteacher, reported to LADO (DSL can support). Staff disciplinary action taken if needed.
48 hrs	Safeguarding	School to work with supporting services for student and work with LADO in line with investigation and consequence action plan if required.
72 hrs	Safeguarding	School to work with supporting services for student and work with LADO in line with investigation and consequence action plan if required.

NEGATIVE PUBLICITY

RISK – NEGATIVE PUBLICITY	
Who is Responsible - Director / Head Teacher Clarity Independent School understands the importance of responding swiftly to any complaint and ensuring that this is dealt with effectively. The Head Teacher will undertake the role of speaking to the press if this is necessary. They will seek insurance support for this activity.	
Threat or risk	Unforeseen incident Wrongful allegation Substantiated allegation Poor service delivery
Significance	Injury or fatality of staff or Pupils Accusation of abuse Disclosure of abuse Witnessed abuse. Increased staff absence. Financial risk Damage to reputation Staff redundancy Prosecution
Measures of control	Staff are trained in safeguarding pupils. Staff develop positive relationships with the pupils. Pupils who make false allegations have risk assessments that guide staff to manage situations and avoid risk. Support levels may be increased. The service has positive relationships with supporting organisations and helps develop EHCP and risk assessments. Staff supervision is regular and features safeguarding concerns. Lone working protocols are in place. A lone working policy is in place. A whistleblowing policy is in place. Identified safeguarding lead is Michelle Deveney. Reporting processes are robust. The insurance cover would provide guidance and support. Head Teacher to oversee negative publicity and has access to a media statement in the event of a significant incident.
Contingencies	The Head Teacher will engage with the local authorities and support any investigation positively. The Head Teacher will be the only person involved in managing any media attention. Clarity Independent School will report concerns to the insurance company, and they provide support.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Negative Publicity	Telephone contact for Local Authorities. Contact details for Insurers. Headteacher will support any investigation. Head Teacher only to deal with Media.
48 hrs	Negative Publicity	Headteacher will support any investigation. Head Teacher only to deal with Media.
72 hrs	Negative Publicity	Headteacher will support any investigation. Head Teacher only to deal with Media.

TRAVEL

RISK – TRAVEL	
Who is Responsible - Head Teacher / Staff Clarity Independent School has robust risk management in place to reduce any negative impact of Pupils being supported to travel. Pupils are supported to access public transport and therefore may need support from staff. Staff understand the pupils and are alert to the changes in their presentation and respond swiftly to these to avert any negative experience. Staff transport pupils in their own vehicles and by taxis / coach to activities.	
Threat or risk	No public transport Fuel crisis Staff vehicle / taxi / coach not available Pupils damaging vehicle Breakdown Pupil allegation whilst travelling with staff member Pupil escaping from car
Significance	Pupils missing appointments or being late Distressed pupils have an increased risk of unsettled behaviours. Lower numbers of people using service Staff member career and reputation Pupil injury or loss
Measures of control	Public transport is used when supporting the pupils. Private hire vehicles can be used. Family may be called upon to support this element of the support in the short term. Staff travel in convoy of at least 2 cars when travelling in own cars with pupils. Staff record exact time of leaving school and arriving at venue. If staff stop at side of road whilst transporting pupils, staff member behind them to stop with them to witness and assist. No staff member to transport a pupil alone unless with specific permission by Headteacher. Use internal dash cam where necessary. Pupil to sit in rear of car when being transported where possible. Child locks to be switched on, on rear doors when transporting pupils.
Contingencies	Risk assessments are developed for pupils that exhibit unsettled behaviour relating to travelling. Staff are skilled in supporting people effectively and have access to on-call support if required. Staff vehicles MOT, insurance and tax monitored and quality assured Staff DVLA licenses are checked twice a year for any endorsements / fixed penalties.

Probability	**Impact**	**Overall risk**
1	3	3

PRIORITY	**KEY FUNCTION/SERVICE**	**What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.**
24hrs	Travel	Travel Risk Assessments are with staff for all travel including access to on-call support if required. Staff mobiles have full contact list. Headteacher to deal promptly with any allegation. Staff to first claim on own insurance if car damaged.

48 hrs	Travel	Travel Risk Assessments are with staff for all travel including access to on-call support if required. Staff mobiles have full contact list.
72 hrs	Travel	Travel Risk Assessments are with staff for all travel including access to on-call support if required. Staff mobiles have full contact list.

TERRORISM

RISK – TERRORISM – DIRECT AND INDIRECT	
Who is Responsible - Director / Head Teacher The staff at Clarity Independent School undertake training and this helps them to recognise the signs of radicalised behaviours. These would be reported immediately, and Clarity Independent School would respond promptly to reduce the risk. This is a very low risk.	
Threat or risk	Unknown terrorist attack Abandoned vehicle at a shopping or leisure center or on public transport Radicalised pupils A disgruntled member of the public or relative of a pupil Radicalised staff
Significance	Loss of life Injury Insurance claim Media attention Commissioning risk Loss of building
Measures of control	Evacuation drills are routinely carried out and recorded in the health and safety folder. All concerns relating to evacuating pupils and staff are recorded, and PEEPs are developed if required. This information will help staff to support the pupils / each other where necessary from any building. Head Teacher to oversee media attention. Staff would avoid using/visiting suspecting areas where a threat is high. Missing person protocols may need to be implemented as risk increases in this situation. Staff can use mobile phones to promote the pupils' safety and welfare and keep in contact with the service. Robust pre-assessment screening processes are in place. Risk assessments are developed because pupils show signs of vulnerability or where radicalisation/bullying/grooming is a known risk factor. The close relationship with pupils helps staff identify the above vulnerabilities and implement strategies to support the pupils. The school will terminate a placement, if necessary, where there is evidence of pupils influencing others or staff in a radicalised manner or where they have been threatening life. Staff supervision is regular, and concerns will be managed immediately. Staff observations of practice are frequently undertaken. Safe recruitment practices are in place. Fully enhanced DBS checks are carried out and all staff trained to be continually vigilant. The Head Teacher will discuss concerns with the supporting authority if problems are noted regarding the pupils' family or friends. The service will raise concerns with LADO and local police if necessary.
Contingencies	The director or Head Teacher will engage with the local authorities and support any investigation positively.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	**TERRORISM – Direct and indirect**	Contact details for LADO, Local Police and Local Authorities and Insurers. Staff to report and record concerns and follow safeguarding procedure. Headteacher to report to LADO and Local authorities if necessary. Headteacher to deal with Media.
48 hrs	**TERRORISM – Direct and indirect**	Possible termination of placement if necessary. Headteacher to support investigation and deal with Media.
72 hrs	**TERRORISM – Direct and indirect**	Headteacher to support investigation.

SECURITY

RISK – SECURITY	
Who is Responsible - Director / Head Teacher Clarity Independent School provides a secure environment. Staff will report any concerns they have in relation to security whether this is related to locking systems or any other concerns.	
Threat or risk	Intruder Breakdown of the security system Malicious actions of others
Significance	Breach of building and potential harm to others Property damage Insurance claim Financial impact Distressed pupils Distress and or investigation of staff
Measures of control	Outside of premises is well maintained. The exit, entrance, and windows are secure and well-maintained. CCTV is in place in line with GDPR. Police contacted where security concerns pose an immediate threat. The grounds are protected by iron fencing. Key coded /fob entrance to grounds
Contingencies	The school is well maintained. Health and safety checks are undertaken monthly, and findings are reported. Clarity Independent School will report any breach of security and associated theft to the Police. Alternative temporary building will be considered whilst repairs are undertaken, or forensic investigation takes place.

Probability	Impact	Overall risk
1	3	3

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Security	Contact details for Anglian Fire for security keypads, Ring for CCTV, Local Police for theft, Richard Lewis for repairs and Insurers. Estate Agent if temporary alternative building required. Staff and Parents contact details if school closure needed. Consider home learning.
48 hrs	Security	Repairs to be completed and Health and safety check to be carried out. Contact staff and parents to advise on home learning and plan to re-open .
72 hrs	Security	Repairs to be completed and Health and safety check to be carried out. Contact staff and parents to advise on home learning and plan to re-open.

PPE SHORTAGE

RISK – PPE SHORTAGE	
Who is Responsible - Director / Head Teacher Clarity Independent School has a good supply of PPE and has a supplier that provides stock on request. During the pandemic, it was clear that the lack of PPE increased the risk to staff and pupils considerably. Clarity Independent School will ensure that routine audits are carried out and stock replenished to avoid running out	
Threat or risk	Impact of a pandemic Governmental changes to buying and supply arrangements Brexit Supply Poor stock control
Significance	Spread of illness Impact on health of pupils Impact on staff health Health risk to visitors and contractors Financial risk Regulatory risk
Measures of control	Suppliers asked for their contingency plans in the case of disruption, e.g., PPE suppliers, where required. Identify pupil's PPE needs. Staff plan ahead to ensure there is a good supply of PPE Clarity Independent School would work with the local authority if necessary for support and advice
Contingencies	National PPE guidance is under continuous review Communicate PPE policy to staff Regular stock control is ensured. PPE risk assessment is in place. PPE is obtained from a regular wholesaler.

Probability	**Impact**	**Overall risk**
1	2	2

PRIORITY	**KEY FUNCTION/SERVICE**	**What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.**
24hrs	PPE Shortage	Follow National PPE Guidance and communicate PPE Policy to staff. Work with Local Authorities for support and advice. Complete stock control.
48 hrs	PPE Shortage	Work with Local Authorities for support and advice. Complete stock control.
72 hrs	PPE Shortage	Work with Local Authorities for support and advice. Complete stock control.

FUEL SHORTAGE

RISK – FUEL SHORTAGE	
Who is Responsible - Director / Head Teacher Clarity Independent School staff live locally and can use public transport if necessary. Pupils that are supported in the community use transport to do so. Clarity Independent School is aware of the challenges that staff may face and the impact this has on the pupil if the transport is not accessible at a time when they need to use it.	
Threat or risk	Supplies are affected by the increased demand for services. Relationships with existing services are impacted by the changes in supply and demand. Pupils cannot get to school
Significance	The financial impact on the organisation Disruption of pupils' support and education Potential risk to business operations Potential complaints
Measures of control	Staff not being able to get to work will be asked to share vehicles with other staff and or use public transport. Using alternative staff through agencies Regular updates are shared with staff regarding local supplies.
Contingencies	The Head Teacher will collate the fuel availability of local garages and relay it to the staff. Families may be asked to provide transport. Children may be asked to study at home (Home Learning Policy). Working with Local Authorities if concerns are significant.

Probability	Impact	Overall risk
1	2	2

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Fuel Shortage	Contact details for Pupil Transport, Parents, Staff and Local Authorities. Consider home learning.
48 hrs	Fuel Shortage	Possible staff car share/ Families to provide transport. Headteacher to update staff on fuel availability locally.
72 hrs	Fuel Shortage	Headteacher to update staff on fuel availability locally.

BREXIT

RISK – BREXIT	
Who is Responsible - Director / Head Teacher Clarity Independent School has not been affected by Brexit directly and is aware that there has been some impact on the people they support, relating to food shortage, fuel shortage and the potential of medication supply.	
Threat or risk	Supplies are affected by the increased demand for local services. Relationships with existing services impacted by the changes to Government relationships with the nation providing supplies such as the conflict in other countries
Significance	The financial impact on the organisation Delay of supplies Impact on pupils' education Commissioning concern Regulatory concern
Measures of control	Staff not being able to get to work will be asked to share vehicles with other staff and or use public transport. Using alternative staff through agencies Working with Local Authorities if concerns are significant. Regular updates are shared with staff regarding local supplies of fuel, PPE and food. This information will be shared with supporting agencies and / or families.
Contingencies	• See Fuel Shortage. • Local Brexit Lead contacted to ensure clear communications and inclusion in planning. Review workforce to identify staff impacted by E.U. Workforce Settlement Scheme and ensure the recruitment pipeline includes any shortfalls or recruitment issues

Probability	Impact	Overall risk
1	2	2

PRIORITY	KEY FUNCTION/SERVICE	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
24hrs	Brexit	Contact details for Staff, Parents, Local Authorities and supporting agencies to share updates.
48 hrs	Brexit	Work with Local Authorities if concerns are significant.
72 hrs	Brexit	Review workforce if necessary.

Prob		Impact		
		Low	Med	High
	High	3	6	9
	Med	2	4	6
	Low	1	2	3

Relocations Possibilities		
Organisation	**Name**	**Telephone Numbers**
Estate Agent	Fenn Wright	01245 292100
Portacabin Provider	Upminster Containers	01708 225350
Landlord	Martin Collins martin@viewgardencentre.co.uk	07718585550
North Avenue Christian Centre, North Avenue, Chelmsford	Pete Bardwell	07734969959

APPENDIX 2

CRITICAL ACTIVITIES POST INCIDENT (within one week)

Information from the Business Impact Analysis and Risk Assessment should be used to complete the matrix below, which lists the essential Functions/Services in order of priority, and can be used during a disruption to assist decision-making by the Incident Response Team

PRIORITY	KEY FUNCTION/SERVICE	RECOVERY TIME OBJECTIVE (RTO)	What resources or actions are needed to recover? Detail any specific availability or methods for mobilising resources.
1			
2			
3			
4			
5			

APPENDIX 3

KEY CONTACTS

CONTACT LIST		
Organisation	**Contact details**	**Telephone number**
LA LADO	lado@essex.gov.uk lado@southend.gov.uk lado@havering.gov.uk	03330 139797 01702 534539 01708 431653
Education Development Trust (EDT)	enquiries@nurole.com	02036 371 012
Police	www.essex.police.uk	Emergency 999 101 or 01245 491491
UKHSA Health protection Team	EastofEnglandHPT@ukhsa.gov.uk	0300 303 8537
Estate agent	Fenn Wright	01245 292100
Maintenance Person	Richard Lewis	07794903488
Pest Control	St Georges Pest Control	01245 327274
Local Builder	R & R Building Group – Ryan Scott-Douglas	07856 968744
Electrician	LM Electrical Services (Essex) Ltd – Adam Love	07704004900
Security keypads on gate	Anglia Fire for (See below)	01376 345677
Plumber	Chelmsford Plumbing & Heating	01245 478588
Electricity	Engie	0800 130 3600
Water Supply	Wave ref 88889045392 hello@wave-utilities.co.uk	0333 207 9283
Fire Alarm	Anglia Fire Protection	01376 345677
Telephone / Internet	United Networks Support	03300023111
ECC Taxis	Fargo Link	01376 343179
Southend Authority Taxis	Vecteo Taxi	01702 908882
Havering Borough Authority Taxis	Cad transport	01708 433843
IT Support	DL Solutions	07961 048378
Locksmith	Locks 4 Less	01245 409162/07825 804843

APPENDIX 4

EXAMPLE MEDIA STATEMENT FOLLOWING A MAJOR INCIDENT

The director will liaise with the insurance company and follow the advice given