



CASTLEMAN ACADEMY TRUST

Incident Recovery Plan

Author: Chief Executive Officer
Date: May 2025

Review Body: Trust Board

Date Adopted: 22nd May 2025

Review Date: Summer 2028

Review Frequency: Three years

This policy must be reviewed and tailored, in the areas identified, by each individual school

Paper Copy to be held in the school offices
together with list of emergency phone numbers

CASTLEMAN ACADEMY TRUST

Critical Incident Plan

Our policies refer to Senior Leaders. This can mean Executive Head Teacher, Head Teacher or Head of School.

Rationale

Critical incidents can happen not only to pupils, teachers, parents but also to school premises which can affect their operational ability. They are difficult to predict. This plan aims to support staff in the event of a critical incident or disaster, which could involve severe damage to a site or injury to staff or pupils. We aim to ensure all staff and those who support the schools are familiar with procedures in the event of a critical incident, on or off site, so that there can be a quick, positive response.

The plan provides a framework for taking the Trust/School through the process of:

Implementing immediate action to ensure the safety of student, staff and visitors, including the evaluation and treatment of casualties, liaison with emergency services, notification to families of individuals injured and the protection of assets.

Establishing temporary arrangements to ensure that normal school activities are recommenced as soon as possible, which actions will include:

- Finding safe, secure teaching environments
- Minimising the inconvenience to students, staff and parents
- Enabling finance and administrative procedures to be resumed with minimal delay

Undertaking the planning and management of the actions required to establish the mid to long-term return to operational normality e.g. new buildings etc.

This policy has been written by the Trust. However, the specific ways schools manage incidents is recorded by the school at the end of the policy. This is required so that the policy reflects the individual schools contexts and environments.

Types of Critical Incident

Natural disasters	flood, storm, fire
Medical	food poisoning, meningitis, pandemic flu
Major accident	chemical spillage, transport, explosion
Off site	outdoor education, road traffic accident
Human	terrorism, violence, serious injury, death

Responses to incidents

1. Evacuation from building / site (e.g. fire on site, bomb threat)
2. Lock down (e.g. swarm of bees, intruder in grounds, other danger in grounds)
3. Closure of school (e.g. adverse weather, medical issues)
4. Accident / injury – on site or off site
5. Pastoral care e.g. death / injury of a member of the school community or their family

In the event of an incident, other schools may be able to accommodate staff and pupils on their site in the first instance. Temporary classrooms may need to be brought in and set up on playgrounds and playing fields, dependent on the scale of the incident.

School buildings may not have spare capacity to support extra pupils and staff. Senior staff may need to consider reviewing timetables and identifying where there may be capacity and what variations can be identified. It may be possible to create further capacity by using school halls, capacity at other Trust schools or hiring local venues to support capacity (for example, Sports Centres may be able to support PE lessons).

Many of the activities of the schools in operational and academic terms are situated with the Main Build of each school. The loss of facilities and operations within the Main Building of each school would create the largest disruption to the Trust.

Loss of information would also create significant disruption to the academic and operational activities of the Trust. The likelihood of this happening is small as all schools back up information externally on a daily basis.

Key Roles

Central to the process is the Incident Recovery Team, led by the Incident Recovery Manager (IRM), for co-ordinating and managing the School and Trust's recovery.

The IRM would expect to work closely with, and have the full support of the CEO, on behalf of the Trust.

Responsibility will depend who is on site at the time of the incident. (Executive) Headteacher/Head of School should assume a co-ordinator role (Incident Recovery Manager). This role will fall to the Headteacher of the most affected school in their absence. If the (Executive) Headteacher/Head of School and/or deputy headteacher is absent the next most senior member of staff would take control; support would also move upwards to cover key roles.

(Executive) Headteacher/Head of School (Incident Recovery Manager - IRM)

The IRM is responsible for co-ordinating the medium to long term plans to re-establish operations, procedures and premises to at least the standard prior to the incident occurring. They ensure that the Staff, families, Trust Board (most likely through the CEO) and School Standards Boards are kept up to date.

In the event of an incident, the IRM will be responsible for assessing the scale of the incident and deciding whether or not to implement full recovery procedures.

In all situations, the IRM will utilise the skills, forming the "Incident Recovery Team" (IRT) made up of those staff most suited to the recovery. This will most likely be the Headteacher, Deputy and/or Assistant Headteacher, Operations Director, IT Manager, First Aiders and Estates Manager. Other staff may be called to support where appropriate.

Key Responsibilities

- Communicate with the IRT as appropriate
- Contact the emergency services if this has not already been done

- Set up a team meeting place and communicate when the team will next meet.
- Issue immediate instructions to staff etc. that are required to protect staff, students, visitors, the site and Trust/School assets.
- Contact the Local Council Comms Team to coordinate information going out to the Press and media
- Ensure information coming from the school is co-ordinated. Special consideration must be given to managing student use of mobile communication devices.

Incident Recovery Team

The IRT will meet, discuss the incident and decide on actions required over the first two/three days. The actions will then be delegated to the relevant team member in line with their delegated responsibilities.

During the first two/three days a considerable amount of activity is likely to take place and therefore the IRT will need to meet and communicate on a regular basis throughout that time. Towards the end of the second/third day, the strategy for the mid to long term should be identified and the frequency of team meetings and the form of communication going forward should be formalised.

After the event

- ◆ IRM to investigate cause (if known. Liaise with emergency services, Health and Safety Officers, interview staff and report to Trust Board).
- ◆ Counselling and support for staff as appropriate
- ◆ To report the incident to Health and Safety Executive (Through our Dorset Council Health & Safety SLA team)
- ◆ Risk assess for future possibility of event reoccurring and analysing the Trust's response to ensure "lessons learned" are incorporated into future procedure and policy.

See appendix organisational chart Critical Incident School Contacts

Senior Leaders (ideally with the IRM)

- to liaise with other agencies, Local Councils and off site staff etc;
- to make decision to close school (in liaison with Trust Board);
- to prepare initial press statement. Use Deep South Media to manage all information going public.
- to arrange appropriate support for staff, pupils and parents (including follow up assembly);
- to begin to gather information regarding the incident
- to co-ordinate arrangements, including suitable waiting areas, in the case of off-site incidents
- to ensure excellent communication with all concerned especially parents (including information letters).

Deputy and/or Assistant Headteacher/Senior Staff/Class Teacher

- to manage pupils in a way that maintains their safety and well being

Admin staff (or member of support staff or governor)

- to man the phone;
- deflect media with prepared statement: ('At present we are dealing with the incident, a press release will be issued as soon as possible, thank you for keeping the lines clear in these vital early stages'. Please contact Deep South Media for statements from the Trust and School");
- to publish and distribute information letters, prepare any emergency signage

- to add emergency notice and press release to web site;

Operations Director Role

- to monitor/relieve/support other key staff as appropriate;
- to keep internal communications updated;
- **to keep a timed log of actions.** (May be delegated to Office Manager)

First Aider role

- to check for shock/stress levels
- to administer first aid

Estates Manager/Caretaker Role

- to be first contact at main entrance gate;
- to control traffic movements;
- to turn away unauthorised visitors and press;
- to direct emergency service officers to main entrance;
- To help the Senior Leaders and Chief Executive Officer (CEO) with any other duties required.
- Liaise with any contractors that are due to visit such as cleaning contractor (if required or needed)
- Provide support to other Trust School Site Managers

LA support for critical incidents

The IRM will act as co-ordinator in response to requests for help from individual schools, but needs to liaise with the LA to assist the School in by providing the best possible support for pupils, parents and teaching staff in their hour of need.

Tragic occurrences

At times there are very sad events that touch a school's life such as the death of a pupil or member of staff. Responses will vary depending on the circumstances (i.e. sudden tragic accident or as the result of a long illness).

- * In all cases the wishes of the family are paramount
- * Take advice from the Incident Recovery Team and/or Local Council Comms who have dealt with similar issues
- * Consider when / how news will be shared. Always take advice from Local Council Comms.
- * Consider how staff can be given time to come to terms with the news – i.e. not having to return to class
- * Consider how to inform families without sensationalising the event
- * Tell families what they can do as a mark of respect e.g. Book of Remembrance. They will want to do something but avoid a "shrine". Have a clearly defined period for this.
- * Consider school's involvement in funeral or memorial service
- * Be very wary of the press
- * Consider how to support staff so that they feel able to answer the questions that children may have

Post-incident considerations

After the incident there will be an ongoing need for support and the Trust can access systems of support that can be accessed. De-briefings need to be carried out extremely sensitively and counselling may be appropriate.

Normal routines should be maintained if possible but appropriate times to share feelings, remember people involved, celebrate their lives should be put in place. This must be done in partnership with the families, staff and children that are personally affected. Children should be given time to share any worries (possibly over a sustained period where children are very young or personally involved). One-to-one emotional support may be appropriate for children deeply affected.

Press releases

The Trust engages Deep South Media to provide advice and guidance on information sharing and liaise with the media on the Trust's behalf, enabling the Trust to focus on managing the incident effectively and sensitively.

They will prepare any press releases needed, working with school staff to ensure accuracy. They will advise on all communications with the press and other agencies. It is important to advise them as soon as possible regarding any events which may require this sort of support.

SCHOOL BASED PROCEDURES

THESE PROCEDURES ARE AMENDED AND COMPLETED BY EACH SCHOOL TO ENSURE COVERAGE OF EACH ISSUE, WHILST TAKING INTO ACCOUNT THE INDIVIDUAL SCHOOL CONTEXT AND PERSONNEL.

EVACUATION PROCEDURE

On discovering a fire or other reason for evacuation

- ◆ Fire alarms activated using the nearest safely accessible break glass or Fire Panel
- ◆ **Do not stop to fight a fire**
- ◆ The site lead or office staff should call the fire brigade and liaise with police and other services as appropriate.
- ◆ The Fire Alarm is a monitored system so the ARC (Alarm receiving centre) will call the Fire brigade (A call to the Fire brigade is to be made in addition to the alarm monitoring signal sent to be certain that help is on route)

To evacuate the building – as per school procedures

- ◆ Office staff take out:
 - Registers
 - Signing in sheets / copy of electronic signing in register
 - Mobile phones
 - Radios
 - Fire Logbook

Emergency bag Contents:

- *Incident Checklist and telephone numbers*
- *Incident Recovery Plan*
- *Key phone numbers (including Estates Manager/Caretaker, Site Assistants / Chair of Governors, Chair of the Trust)*
- *First aid kit*
- *Map of the school (inc COSHH overview + asbestos map)*
- *Locations of Gas, water & Electricity mains (And where keys are located)*
- *Plan showing where gas pipework runs and main electricity cables run either along side the school or within the site.*
- *Details and locations of any stored flammable materials including petrol, paint and cleaning products)*
- *Plan of all fire hydrants around the school site for the Fire service*

At gathering point

- ◆ Class teachers – check class registers,
- ◆ Office staff – check visitors and helpers sign in sheets.
- ◆ Inform emergency services of discrepancies immediately.
- ◆ Senior Leaders to contact CEO/Chief Executive Officer
- ◆ Decision taken to move to First or Middle School (dependent on site)

After evacuation from building (if emergency services deem it is unsafe to return to building)

- ◆ Senior Leaders confirm with Trust that evacuation is needed and staff begin to walk children to other site.
- ◆ Office staff (1) to contact agreed local school (Broadstone First or Middle)
- ◆ **BEFORE CONTACT IS MADE WITH PARENTS** - Senior Leaders/admin confirm **EXACT** pick up point and time
- ◆ Office staff (2) alert parents via website and parent mail (in BFS/BMS) to access electronic means of communication or contact details
- ◆ Leaving site: Senior staff/ class teachers to manage children safely to BMS/BFS site). Estates Manager/Caretaker to direct traffic if necessary.
- ◆ Release of children – senior staff / class teachers to ensure release of children to agreed adults and that they are ticked off on the register
- ◆ Senior Leaders to stay on site to liaise with governors, BCP Council, other agencies, uninformed parents and manage press.

After the incident

- ◆ Senior Leaders to ensure that all staff are aware of when school will reopen (staff contact sheet).
- ◆ Senior Leaders to decide most appropriate way to inform parents of reopening (depends on time scale)
- ◆ Senior Leaders and Governors to undertake an investigation into the incident
- ◆ Identify any future actions that arise as a result of investigations

Things to remember

- ◆ Consider which children are most vulnerable (e.g. age, clothing – some may be in PE kit)
- ◆ No comments to be made to press other than by CEO/Chief Executive Officer, Senior Leaders or Trust representative (as delegated by the IRM).

Following the incident

- Ensure all accident forms and other relevant paperwork is completed.
- Senior Leaders to report to Health and Safety Executive if a reportable accident
- Senior Leaders to inform Governors with responsibility for Health and Safety
- Determine the cause of the incident/accident and identify any steps that should be taken to prevent recurrence
- Trust Board and Governors to monitor
- Support to be put in place for anyone traumatised by the incident
- Seek support and advice as appropriate from our Dorset Council Health & Safety team.
- Continue to liaise with Deep South for comms support

LOCK DOWN

A danger outside the school building may mean that the children should be kept safely inside e.g. swarm of bees, armed intruder, abduction threat, chemical spillage outside

On identifying the need to have the children safely inside the building

- ◆ The school public address system will be rung three times in an “SOS” fashion. (Bing bong x 3)
- ◆ Staff on breaks must return to the classroom immediately
- ◆ Senior Leaders / office staff to prepare brief memo/send a staff member around the school to communicate the nature of the incident.
- ◆ Senior Leaders / office staff to make appropriate contacts (local Council and emergency services) and to monitor the situation

If children are outside

- ◆ A whistle should be blown, or stop signal used, so that children stand still
- ◆ As quickly as possible children should be signalled to walk inside
- ◆ The class teacher should count the children and alert the Senior Leaders if a child is missing
- ◆ Children should be seated in an area of the classroom away from windows and kept calm while awaiting further instruction as practiced during Lock down drills.

If children are inside

- ◆ Gather children on the carpet away from windows and await instruction as practiced during Lock down drills.

Continuing activities

- ◆ In many instances (e.g. swarm of bees) children will be able to continue with planned activities so that a calm and purposeful atmosphere is maintained

Following the Incident

- ◆ Responses must take into account the outcome of the incident
- ◆ Carry out follow up activities to provide reassurance
- ◆ Senior Leaders to investigate any breaches of security
- ◆ Senior Leaders to give feedback to CEO/Chief Executive Officer and governors
- ◆ Senior Leaders to provide further detail (if appropriate) and be on hand to deal with queries from families
- ◆ Ensure support is available for anyone traumatised by the incident
- ◆ Seek support and advice from our Dorset Council Health & Safety Team
- ◆ Continue to liaise with Deep South for Comms support

Things to consider

- ◆ What is the danger to children and where is it greatest?
- ◆ Which areas of school should children be in (e.g. do they need to be away from windows)?
- ◆ Should windows be closed?
- ◆ Will children be safest as one group or should they be in separate rooms?
- ◆ Is a letter to parents necessary in order to inform them of the incident.
- ◆ *STAFF SHOULD GIVE NO COMMENTS TO THE PRESS – REFER TO SENIOR LEADERS– SAYING PRESS RELEASE WILL BE ISSUED SHORTLY.*

ACCIDENT / INJURY

On site

- ◆ Use the “SOS” card to summon help and radio communication
- ◆ Do not leave the injured person unattended
- ◆ Ensure that children are moved away from the injured person,
- ◆ School First Aider to give emergency first aid if possible
- ◆ **School admin** to contact emergency services;
- ◆ **Senior Leaders** to contact parent/next of kin, Trust Board and Chair of Governors;
(all above to take place concurrently if possible).

Off site

This information is a summary of what is included in the Trust EVC procedures. The EVC ensures that all school trips have in place the expected Risk Assessments and emergency procedures. The EVC procedures should be consulted when an incident occurs on an educational visit.

- ◆ Do not leave the injured person unattended
- ◆ Ensure that children are moved away from the injured person,
- ◆ First Aid to be administered if possible
- ◆ Contacts
 - Emergency services (if appropriate)
 - TA to contact school
 - School will contact parent / next of kin
- ◆ If the injured person needs to await collection, at least two people (one of whom is a staff member) should wait with them.
- ◆ Class teacher/tutor ensure that other adults are deployed so that the remainder of the class are safely supervised
- ◆ Class teacher to note cause of accident / time
- ◆ Class teacher to take decision whether the visit should be curtailed (in liaison with school)
- ◆ Support staff to ensure that pastoral needs of children / adults are taken into account

Following the incident

- ◆ Class teacher to liaise with Senior Leaders and the Educational Visits Co-ordinator, to complete accident form.
- ◆ Senior Leaders to report to Health and Safety Executive if a reportable accident
- ◆ Senior Leaders to inform Governors with responsibility for Health and Safety
- ◆ Determine the cause of the accident and identify any steps that should be taken to prevent recurrence
- ◆ Trust Board and Governors to monitor
- ◆ Support to be put in place for anyone traumatised by the incident
- ◆ Seek support and advice as appropriate from our Dorset Council Health & Safety team.

Things to consider

- ◆ Are other children / adults safe from risk? Does any further action need to be taken?
- ◆ Exactly where will emergency services or parents need to come?
- ◆ Would it be desirable / feasible to curtail the visit?
- ◆ How will the incident impact on future activities?

MEDICAL

The Health Protection Agency offers advice regarding specific medical conditions. Guidance is also available from Teachernet regarding medical alerts (e.g. pandemic flu).

The school complies with medical guidance issued by the Government in May 2014.

Preventing spread of disease

- ◆ Senior Leaders to send relevant information to parents / staff.
- ◆ All staff should be updated on the most recent guidance
- ◆ Teaching and support staff to model hand washing and to ensure high standards of personal hygiene are met
- ◆ Estates Manager to liaise with cleaning company to ensure high standards of cleaning
- ◆ Senior Leaders to take advice from LA or HPA re: additional measures

Child presents with symptoms in school

- ◆ Isolate the child (with sensitivity),
- ◆ Be scrupulous with regard to personal hygiene
- ◆ First Aider to phone the Health Protection Agency who will give immediate advice. There will be a clear protocol for determining course of action
- ◆ Senior Leaders to contact the parents / carers
- ◆ Senior Leaders acts upon advice from HPA e.g. re: school closure
- ◆ Senior Leaders to contact the Trust (and if appropriate, the LA) who will implement the contingency plan

Child is ill but not in school

- ◆ Parents should be advised to contact GP by phone
- ◆ The GP will contact the Health Protection Agency (HPA)
- ◆ The HPA will contact the school to give advice e.g. re: school closure
- ◆ The Senior Leaders must contact the Local Authority

- ◆ MANAGEMENT OF THE PRESS IS OUT OF THE HANDS OF THE SCHOOL AND IS THE RESPONSIBILITY OF THE TRUST

- ◆ It may be necessary to close the school in which case guidelines for school closure should be followed

HACKING, VIRUS OR MALWARE

In the event of an attack:

1) Containment:

Identify what hardware or servers are affected and take steps to contain the attack – this is time critical and earlier containment will result in less potential damage. This may include:

- Removing a piece of hardware from the network or shutting it down
- Shutting off servers completely or removing from the network
- Powering off network switches
- Blocking access to critical services

Responsibility for containment:

- All staff should be aware that if they spot anything unusual on their hardware, they are to shut down immediately
- The ICT Systems Manager or ICT technician are responsible for shutting off servers, switches or blocking access to critical services

2) Eradication:

Use tools to remove the malware and prevent further infection. This may include:

- Using anti-virus software, malware tools, etc.

3) Recovery:

Bring any affected hardware back online. This may include:

- Reconnecting hardware to the network
- Reinstalling compromised systems
- Rebuilding systems from backups
- Using backups to restore documents

4) Report:

Identify how the attack occurred and possible steps that may have prevented it. Identify changes to security policy, software configurations, prevention controls or user knowledge and implement.

SCHOOL CLOSURE

It may be necessary to close the school e.g. to prevent spread of infection, due to adverse weather conditions or damage to the school premises.

In some incidences the school may be required to follow advice from the Government regarding closure (see DfE guidance).

Requirement to close school when children are in school

- ◆ Senior Leaders to inform CEO, Chair of Governors and if appropriate, the Local Authority.
- ◆ Senior Leaders to contact appropriate agency to make public announcement (NOT in case of pandemic)
- ◆ Admin staff to inform parents using contact information
- ◆ Children to be collected from class and signed out on a class list
- ◆ Child's name to be written on board as they leave. Member of admin team to visit each class in turn and update list of collected children so that contacts are not duplicated. Rub names off the board on each visit to improve speed.
- ◆ As children leave SLT to combine groups of children and send home staff as soon as possible
- ◆ Senior Leaders to remain in school until all children and staff have left the premises.
- ◆ Site Team to support as and when necessary.

Requirement to close school when children are NOT in school

- ◆ Senior Leaders to act upon advice or information from CEO/Chief Executive Officer and/or other agencies (e.g. from Health Authority or Weather Forecasts) to make the decision whether to close the school
- ◆ Senior Leaders to contact senior staff (see staff contact plan) so that dissemination of information begins
- ◆ Senior Leaders contacts the appropriate agencies and updates the schools information site
- ◆ IRM arranges for updates of the website and sends message via parentmail (email and text)
- ◆ IRM delegates staff to man telephone to answer incoming calls
- ◆ IRM delegates staff to be available at gates to explain situation to any families that arrive
- ◆ Site Team to support as and when necessary.

Following the Incident

- ◆ Review the situation with regard to re-opening the school, including advice from appropriate sources
- ◆ Consider steps to take to ensure site is safe (e.g. in adverse weather)
- ◆ Identify who will take action to ensure safety of site

Things to consider

- ◆ What will inform the decision regarding re-opening the school? The IRT will meet to discuss options. Keeping school routines going as much as possible should be the priority where ever it can be done safely.

- ◆ If the school is to be closed for a considerable period then home learning opportunities should be made available (via Learning Platform, email or web site)

Other considerations

Media Liaison

With the support and advice of Deep South Media, a press release or press conference should be arranged. The press will immediately swamp the Trust for details and an organised response should save time. Designating an individual to liaise with Deep South and the Press will free the rest of the team to deal with incident recovery issues.

In the event of a major disaster it is recommended that a meeting area for the press is identified and allocated and the provision of some basic refreshment is arranged (if possible and practicable).

Leadership Liaison

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

Staff Liaison

A cascade of contact should be arranged. Staff contact data should be kept off site. Staff not involved in the incident recovery should stay at home. Counselling may be required if the incident is traumatic.

Pupil/Parent Liaison

As per staff liaison, parents should be kept fully apprised of development to avoid mass queries hampering the process.

ICT Systems Recovery

Replacement hardware (the minimum required operationally) should be sourced (most likely borrowed from another Trust School) and back-up software/data reinstated at the earliest opportunity. The IRM and team will probably need access to information and IT systems to support communication.

Premises and Equipment Resources

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

CRITICAL INCIDENT CHECKLIST

1. Call Emergency Services

- ***Where are you calling from?***
- ***What has happened?***
- ***Any casualties?***
- ***Access to the premises for emergency services? Is someone out there to meet them?***

2. Evacuation or Lock Down procedures instigated?

3. First Aid to any casualties? Update the Emergency Services.

4. Communication to Parents – delegate responsibility for informing parents. Team to establish what is communicated. Manage access to mobile devices for students.

5. Communication to the public – delegate responsibility for contacting BCP Council Comms

6. Remove pupils from site as per evacuation procedure

STAFF CONTACT CASCADE

Schools to complete to reflect context.

EMERGENCY SERVICES – 999

Name of School:

Please note that a second copy of this information, with the personal contact details inserted, is held by the school office. No personal contact details should be in widely-available copies.

BCP or Dorset Council: (delete as appropriate) – phone number

Chief Executive Officer: Rhonda Moore – 07510 931977

Executive Headteacher/Headteacher: Name and phone number

Head of school / Acting Head of School: (if appropriate) Name and phone number

Estates Manager: Name and phone number

Governors:

Chair of Governors – Name

Trust – Chair of the Trust – Mark Grigsby - 07814515578

Local Schools:

Website: ICT Strategy Manager – Jon Rose

ParentMail/Teachers to Parents/Weduc:

Deep South Media -

Ed Baker, Associate Director

Deep South Media

Mobile: 07788392965

Office: 01202 534487

Email: ed.baker@deepsouthmedia.co.uk

Website: www.deepsouthmedia.co.uk

BCP or Dorset Council transportation (to arrange coaches): Phone number (Delete as appropriate appropriate)

Counselling Services: Sought as necessary

Public Health England – Acute Response Centre

0300 303 8162 – Option 1

Key Suppliers and Telephone Numbers

We need to have the numbers here of key people we need to call in the case of an emergency

Eg. School dinner suppliers

Bus transport

Utility Companies?

Who else?