



Critical Incident Policy and Response Plan

Our Shared Vision

Striving for excellence in everything we do



Equality Mission Statement

We are committed to ensuring equality of educational opportunity and support for all children, parents, carers, staff and visitors irrespective of age, sex, race, disability, religion or belief, sexual orientation, pregnancy, gender reassignment, and socio-economic background. We aim to provide a fully inclusive school in which every person feels proud of their identity and is able to participate fully within the school community. We believe that a diverse school community is a strength which should be respected and celebrated by all those who learn, teach and visit here.

Approved by: Site & Financial Management Committee	Date:
Signature (Chair of Committee):	Signature (Headteacher):
Last reviewed on: March 2026	Next review date: March 2027

A copy of this policy is available on the school website and signed copy held on file.

This policy covers many of the articles from the UN Convention on the Rights of the Child. Some key ones are listed below.

Article 3 Best Interests of the Child

The best interests of the child must be a top priority in all decisions and actions that affect the child.

Article 28 Right to Education

Every child has the right to an education. Primary education must be free.

CONTENTS

Section	Page
Review Procedures	3
Rationale	3
Purpose of this Policy	6
Security Awareness	5
Responsibilities	5
Communication	9
Preparedness and testing response plans	10
Monitoring	13
Additional Information	14
Appendix A – Evacuation Plan	15
Appendix B – Invacuation Plan	18
Appendix C – Lockdown Plan Including Crib Sheets Appendix C1, C2, C3	20
Appendix D – Bomb Threat	24
Appendix E – Communication Plan	25
Appendix F – Medical Emergency	28
Appendix G – Safeguarding Emergency	29
Appendix H – Cyber Alert	30
Appendix I – School Closure Plan	31
Appendix J – Well-being follow up activities	32

REVIEW PROCEDURES

This policy will be reviewed at least annually and revised as necessary.

Any amendments required to be made to the policy as a result of a review will be presented to the Governing Body for acceptance.

Related policies:

The following should be read in conjunction with this policy:

- Health & Safety Policy
- Business Continuity Plan
- Network Disaster Management Policy
- Fire Management Policy and Personal Emergency Evacuation Plans
- First Aid Policy
- Security Policy
- Visitors Policy
- Educational Visits Policy
- Child Protection and Safeguarding Policy

RATIONALE

Crisis is normal but when the situation goes beyond normal it may have a profound effect on the school community, and have a deep impact on the future of that community. It may be necessary for the community to seek outside support from different agencies.

This policy helps the school to prepare for such situations, so that we ensure the safety and well-being of our school community; including children, staff, visitors and other third-parties. We do this through careful forward planning and by practicing our responses to these situations.

This policy provides guidance about procedures to be followed when a critical incident arises in school, or which could have a major effect on the school community. This policy includes the school's Critical Incident Response Plan. Further information can be found at the end of this policy.

The school will designate such resources; both financial and non-financial, needed to fulfil the requirements of this policy. Obvious physical measures; such as fences, alarms and CCTV, as well as proportionate, low or no-cost measures, can help keep people safer during any type of security incident.

What could constitute a critical incident?

Each crisis is unique; the range and complexity are enormous. We cannot plan for every eventuality, but planning ahead is a necessary precaution and can be crucial.

For the purposes of this policy, a critical incident is defined as any incident which involves:

- serious injury or death of a person near, or involved with, the school, e.g. child, staff member, friend of the school

- profound emotion
- the attraction of any unusual attention from the news media
- serious threat
- extremely unusual circumstances which produces a high level of immediate or delayed emotional reaction, surpassing the individual's normal coping mechanisms
- notification by new National Emergency Alert system

Examples of such incidents, can be categorised as follows:

Immediate threat to life		
Incident	Response Plan	Follow Plan
Fire	Evacuation	Appendix A
Terrorist activity in local area	Invacuation	Appendix B
Arson attack	Evacuation	Appendix A
Abduction from site	Lockdown	Appendix C
Chemical attack/spillage in local area	Invacuation	Appendix B
Bomb threat (including hoax calls)	Bomb threat	Appendix D
Intruder on the school site/building	Lockdown	Appendix C
Risk to life in local area (e.g. by fire or flood)	Evacuation/Invacuation	Appendix A/B
Major gas leak	Evacuation	Appendix A
Structural failure on site (interior)	Evacuation (or partial)	Appendix A
Structural failure on site (exterior)	Invacuation (or partial)	Appendix B

No immediate threat to life		
Incident	Response Plan	Follow Plan
Death/sudden death of a pupil or staff	Communication	Appendix E
Serious/fatal injury on a school visit	Communication	Appendix E
Serious infectious disease (e.g. meningitis)	Medical/First Aid	Appendix F
Serious accident on site	Medical/First Aid	Appendix F
Allegation of abuse by staff (or rumour of)	Safeguarding	Appendix G
Allegations of abuse (or rumour of)	Safeguarding	Appendix G
School wide communication failure	Communication	Appendix E
Cyber Attack/Ransomware	Cyber Attack	Appendix H
School wide utility failure	School Closure	Appendix I
Discovery of asbestos	School Closure	Appendix I
Extreme weather	School Closure	Appendix I

PURPOSE OF THIS POLICY

To communicate simple and easy to follow plans to improve protective security awareness and preparedness that can deter terrorists and other security threats looking for a target and help keep children, staff and visitors safe.

To ensure:

1. all staff/governors are aware of procedures in the event of a critical incident.
2. that all staff/governors and children are kept safe whether on or off site.
3. parents are kept informed as necessary and appropriate for the situation.
4. the borough critical incident team are involved as soon as possible to help the community come to terms with the incident.
5. any publicity regarding the situation/incident protects the good name of the school and the community.

SECURITY AWARENESS

The school has made simple plans (see appendices) to improve proactive security awareness and preparedness that can:

- Help keep children, staff and visitors safe
- Deter terrorists looking for a target
- Support the school to mitigate against a wide range of threats such as anti-social behaviour, dangerous animals on site and other criminality

RESPONSIBILITIES

All members of our school community have responsibility to comply and follow direction under the critical incident policy and response plan. The school has set up a Critical Incident Management Team, who work together to make effective decisions under pressure to ensure the safety of everyone on the school site.

The critical incident management team is comprised of the following:

- Director of Operations – Marie Ziane (Headteacher)
- Deputy Director of Operations – Clare Stock/Lillian Stonier (Deputy Headteachers)
- Communications Director – Paula Thornton (Strategic Business Lead)
- Director of Site Operations – Mark Allen (Site Manager)
- Governor Liaison – Paula Thornton (Strategic Business Lead)
- Minute Taker – Paula Thornton (Strategic Business Lead)

Health & Safety is everyone's responsibility. All staff must:

1. Act in the course of their employment with due care for the health, safety and welfare of themselves, other staffs and other persons.
2. Observe all instructions issued by the Governing Body or any other person delegated to be responsible for a relevant aspect of a response plan.
3. Act in accordance with any specific training received.

4. Report all accidents and near misses in accordance with current procedure.
5. Know and apply emergency procedures in respect of response plans.
6. Co-operate with other persons to enable them to carry out their responsibilities.
7. Inform their line manager/member of SLT of all potential hazards, in particular those which are of a serious or imminent danger.
8. Inform their line manager/member of SLT of any shortcomings they identify in the school's arrangements.

Children have been given instruction, training and support to fulfil their responsibilities and keep themselves and others safe through:

1. Registration procedures
2. Induction to the school and their class, including the school and class behaviour expectations and systems

Children, in accordance with their age and aptitude, are expected to:

1. Have personal responsibility for the safety of themselves and others.
2. Observe all the health and safety rules of the school and in particular the instructions of staff given in an emergency.
3. Report any concerns to an adult.

Specific levels of responsibility have been identified in the table below:

Who?	Responsible for:
Governing Body	a) Ensuring the position regarding critical incidents is clearly written and promotes a positive attitude towards safety in staff and children. b) Ensuring the headteacher is aware of his/her responsibilities regarding critical incidents and has sufficient experience, knowledge and training to perform the tasks required.
Site & Financial Management Committee	a) Ensuring the school site is safe and meets all health and safety requirements b) Creating clear procedures to assess any significant risks and ensure that safe working practices are adopted with regard to critical incidents. c) Setting aside sufficient funds to meet the requirements of this policy. c) Monitoring performance of critical incidents, recognising failures in policy or implementation and revising policy and procedure as necessary.
Headteacher (Mrs Marie Ziane): Director of Operations (This role is fulfilled by Deputy Headteachers in the absence of the	Reporting to the Governing Body, the headteacher has the overall responsibility for ensuring that the Critical Incident Policy and Response Plan is effectively implemented and that proper resources are made available in order to achieve this. a) Planning ahead as necessary to make human, financial and other resources available to secure a high standard of critical incident management, taking competent advice on matters, where relevant. b) Focusing on the development, maintenance and update of this policy and plans, which promote good security culture and deters someone

Headteacher)	intending to cause harm from targeting our school. c) Ensuring staff understand their roles in the plans and have appropriate training; if required. d) Leading the school's Critical Incident Response, applying procedures and arrangements and directing staff accordingly. e) Making fast, clear decisions under pressure, providing the final authority on matters concerning critical incident response and liaises with external agencies; including emergency services and the media. f) Considering the impact of an incident on vulnerable individuals; such as those who have experienced traumatic situations in the past or those with SEND and whether a specific buddy/marshall will assist these children, with any emotional support in safety protocols; such as prior warning of any drills. g) Delegating specific responsibility for the implementation and monitoring of the Critical Incident Policy and Response Plan to Mrs P. Thornton, the Strategic Business Lead.
Strategic Business Lead (Mrs Paula Thornton) Director of Communications	a) Directing communications in response to a critical incident. b) Working in conjunction with the Local Authority and advising the headteacher on critical incident response. c) Acting for and on behalf of the headteacher, with the responsibility for implementing and monitoring the Critical Incident Policy and Response Plan. d) Ensuring this policy is clearly communicated to all relevant persons. e) Providing all staff with adequate information, instruction and training on health and safety issues. f) Ensuring emergency procedures are in place.
Site Manager (Mr Mark Allen) Director of Site Operations	a) Applying the school's Critical Incident Policy and Response Plan to own area of work and is directly responsible to the headteacher for the application of response plans, procedures and arrangements. b) Carrying out regular inspections of his areas of responsibility. c) Providing sufficient information, instruction, training and supervision to enable other staff and children to carry out their responsibilities to keep others and themselves safe. d) Supervising contractors on-site (during his working hours). e) Ensuring all contractors are aware of the school's emergency procedures and comply with these at all times.
Admin. Team	a) Applying the school's Critical Incident Policy and Response Plan to own area of work and is directly responsible to the Strategic Business Lead for the application of response plans, procedures and arrangements. b) Providing sufficient information, instruction, training and supervision to enable other staff and children to carry out their responsibilities to keep others and themselves safe. c) Following emergency procedures and assisting the Critical Incident Management Team in communicating instruction with children, other staff and visitors in the event of a critical incident. d) Providing advice and feedback to SLT following any testing, drills or specific incidents.
Health & Safety	a) Chairing the SFM Committee

Governor (Mr Richard Puttnam)	b) Attending H&S Walkabout meetings. c) Following-up on actions required from above meetings. d) Reporting back any actions to the Full Governing Body.
Class Teachers	a) Discussing basic security measures and incident response plans with children, as part of topics on personal safety. b) Exercising effective supervision of their children and to know the procedures in respect of critical incident response, and to carry them out. c) Giving clear oral and written instructions and warnings to children as necessary. d) Making recommendations to the headteacher on necessary improvements to procedures. e) Reporting any dangerous incidents to the headteacher.
First Aiders and Fire Marshalls	a) Undertaking training as required for the role. b) Supporting the headteacher during an incident; within the limits of their role. c) Providing advice and feedback to SLT following any testing, drills or specific incidents.
All staff	a) Participating in training and awareness programmes relating to protective security and preparedness measures. b) Being vigilant and reporting any suspicious activity. c) Supporting the headteacher in implementing and maintaining the Critical Incident Policy and Response Plan by being familiar with incident response plans. d) Providing additional support to those who are particularly vulnerable for instance, staff or children with SEND or disabilities. e) Conveying safety measures to children in a calm, positive and reassuring way.

Full details of all responsibilities related to this policy/plan for each role is detailed in:

- Governor's Terms of Reference.
- Individual Job Descriptions and expectation documents.

COMMUNICATION

The school's Critical Incident Management Team is responsible for developing effective communication procedures to ensure that all children and staff/governors and the community where appropriate are kept safe should a 'critical incident' occur.

1. The safety of children and staff is paramount - only the Critical Incident Team member will relay ANY information, and will stipulate to whom it should be divulged.
2. If a critical incident should take place on a school visit, then the group leader (or deputy) should inform the headteacher as soon as possible and follow instruction.
3. The Critical Incident Management Team will decide on the way in which parents are informed of the incident, and of how much of the situation it is necessary to divulge.

4. Depending on the incident/situation, the Local Authority critical incident team, contacted through Children's Services may be informed as soon as possible and advice taken as to next steps.
5. There will be a key spokesman (Communications Director) on the critical incident team who will deal with the media ONLY through the Local Authority's Press Office. A press statement will be sent to the Local Authority's Press Office by email, phone as soon as possible after the incident.
6. The school's Critical Incident Management Team will meet on an annual basis to review and where necessary update the critical incident policy and response plan and all associated procedures.
7. The school's Critical Incident Management Team reports directly to the Site & Financial Management Committee of the Governing Body.

PREPAREDNESS AND TESTING RESPONSE PLANS

Embedding a security culture

Security is not just about obvious physical measures; such as fences and CCTV. Security can be improved in simple and subtle ways that have a significant impact. We already have an established culture relating to the prevention of harm, arising from health and safety, safeguarding and risk management over many years.

Staff are already aware of the need to approach someone behaving in an unusual manner, for example, trying to take photos of children in the playground or unescorted visitors in the corridor.

See, Check and Notify (SCaN)

This approach is used by businesses and organisations to maximise safety and security using existing resources and can be applied to schools.

At Becontree Primary School, we adopt this approach.

SEE – be vigilant for suspicious activity

Is someone trying to hide, take photos of security cameras/entrances, asking unusual questions or has a suspicious package/bag being left unattended or a suspicious vehicle parked nearby.

CHECK – use the 'power of hello'

Approach someone who may be acting suspicious (if safe to do so) and say 'hello'. This can disrupt potential criminal activity and shows the individual that you have noticed them and are aware (vigilant) of activity being conducted in and around our school.

NOTIFY – reporting suspicious activity

Tell a member of SLT, the Site Manager or the office staff immediately. If a person or vehicle is on the school site and you are suspicious about their intentions or activity. You may then need an immediate response from the Police (dial 999). If a significant period of time has elapsed, you should report this to the Anti-Terrorism hotline; either online or on 0800-789321 or call 101.

Test/drills

All plans need to be tested to ensure that staff understand their own roles and that any gaps in procedures can be addressed. A drill is the best way to check that a plan is fit for purpose. It is good practice to build up to drills in stages.

The school has various drill scenarios prepared, taking into account Government advice, Terrorism (Protection of Premises) Act 2025. Commonly called Martyn's Law, it is named after Martyn Hett who tragically lost his life in the Manchester Area bombing, in 2017. The Act recommends drill scenarios, which have been adapted and amended to fit the needs of the school and will be the starting point at each drill stage.

Stage 1: Table-top walk-through – Key staff talk through how the various plans would work in theory.

Stage 2: Programme of awareness – raising awareness on site to inform and educate staff about preparedness.

Stage 3: First drill – provide warning of the drill type by informing staff and children of the date and time of the drill. At the drill, senior staff should overtly observe.

Stage 4: Second drill – this drill should have less detailed warning, with the exception of anyone who may have suffered post-traumatic stress.

Stage 4: Third drill – surprise drill with no warning, with the exception of anyone who may have suffered post-traumatic stress.

Discussions and drills should focus on safety procedures and avoid implying the motivations for the incident. The motivation for someone intending to cause harm is irrelevant to the core safety messages about how to respond and could promote stereotypes and misconceptions about how the incident may occur or who the perpetrator may be.

We consider the impact a critical incident may have on the neighbourhood and involve the CYPD Hub and its partners in all live exercises and drills.

Frequency of drills

DRILL	FREQUENCY	TIMING	DETAIL	KEY STAFF
EVACUATION	TERMLY	AUTUMN TERM SPRING TERM SUMMER TERM	LIVE DRILL – ANNOUNCED LIVE DRILL – WITH WARNING LIVE DRILL - UNANNOUNCED	WHOLE SITE
INVACUATION	ANNUAL	ROTATION	TABLE TOP (1 ST YEAR) LIVE DRILL (2 ND YEAR)	CIMT ALL STAFF
LOCKDOWN	ANNUAL	ROTATION	TABLE TOP (1 ST YEAR) LIVE DRILL (2 ND YEAR)	CIMT ALL STAFF
BOMB THREAT	ANNUAL	ROTATION	TABLE TOP	CIMT & ADMIN STAFF
COMMUNICATION	ANNUAL		TABLE TOP	SLT & ADMIN STAFF
MEDICAL	ANNUAL		TABLE TOP	SLT & MS
SAFEGUARDING	ANNUAL		TABLE TOP	SLT
CYBER ATTACK	ANNUAL		TABLE TOP	SLT & ELEMENTARY ICT
SCHOOL CLOSURE	ANNUAL		TABLE TOP	CIMT

Some Incident preparation messages

Sample message for staff (explaining that we will undertake various drills to test our preparedness):

The chances of a security or critical incident is low. Though we believe it is extremely unlikely to happen at Becontree Primary School, we want to ensure that plans are in place to embed good practice across the site that keep us all safe, should there be an incident. This will involve practice drills so that children and staff know what to do when an incident happens and embedding a detailed plan so that staff are aware of roles and responsibilities.

Information displayed across the school (explaining what initial measures to follow when alerted of an invacuation or lockdown):

Invacuation/Lockdown procedures

An electronic bell will sound to alert you that an incident is happening

Invacuation

The bell will sound for 5 seconds, 3 times. This alarm will repeat, 5 times

**Stay inside, stay in your room
and carry on as normal**

Lockdown

The bell will sound continuously.

**Stay in your room and stay away
from windows.
Barricade the door and hide.**

Stay calm - Stay together - Stay inside - Stay safe

- Stay silent (we understand that this might be difficult for younger children and those with SEND, which is why we practice)
- Follow instructions from key staff or the Emergency Services straight away - for your safety you may be asked to do things which are usually against school rules. For example, to leave the building quickly, you might be asked to run in a corridor, climb through a window or take children to a room which is normally out of bounds. During a drill all these things are allowed if they are part of the instructions given.
- Prioritise your safety: do not use your phone or other device for filming, taking photos, phone calls, messages or use social media. These are all distractions from your safety, and they may create noises.
- Silence your devices – switch them off or put them on airplane mode.
- You may see Emergency Service staff with equipment, which could include police officers with guns.
- You should treat all drills and exercises just like they are real incidents.

Any questions, please ask a member of SLT.

MONITORING

Good plans should make it difficult for someone intending to cause harm to target the school site. The school will test the plans to make sure they are suitable and effective. For any live testing such as drills, consideration will be given to any individual trauma particularly for those who may have previously been affected by incidents.

The school continually responds to in-school monitoring activities, as well as responses to incidents and changes to national or local guidance. A rolling programme of testing and exercising (see above) is in place to ensure we remain as prepared as possible. Any vulnerabilities identified as part of the monitoring process, are investigated and where possible mitigated. Staff are trained in the new procedures, which are then tested for effectiveness.

In-school monitoring

We have accountability structures for the consistent monitoring and reporting of whole school response plans. We complete the following pro-active monitoring checks:

- Site checks by Site Manager (daily & weekly)
- H&S walkabouts (at least termly)
- Evacuation live drills (termly)
- Invacuation/Lockdown emergency live drill (at least annually)
- Table-top testing (using scenarios) (at least annually)
- Cycle of review for policies/procedures (see policy overview)
- Responses to issues raised, e.g. incidents, staff/parent concerns (as required)

Monitoring of practices will take place and debrief of staff so improvements can be made.

Table-top drills are held using scenario information (prepared following Martyn's Law information) and held by the Strategic Business Lead.

Reporting and accountability

Key aspects of critical incidents are reported to Site & Financial Management Committee and the Full Governing Body on a termly basis and include:

- Results of regular inspections
- Results of drills
- Incidents and near-misses
- Behaviour/exclusions

ADDITIONAL INFORMATION

Guidance for Emergency Planning and Response for Education settings (updated May 2023)
<https://www.gov.uk/government/publications/emergency-planning-and-response-for-education-childcare-and-childrens-social-care-settings>

Terrorism (Protection of Premises) Act 2025 – commonly known as Martyn’s Law
<https://www.gov.uk/government/publications/terrorism-protection-of-premises-act-2025-factsheets/terrorism-protection-of-premises-act-2025-overarching-factsheet>

Guidance on procedures for handling a bomb threat
<https://www.gov.uk/government/publications/bomb-threats-guidance/procedures-for-handling-bombthreats>

Protective security and preparedness for education settings (April 2024)
<https://www.gov.uk/government/publications/protective-security-and-preparedness-for-education-settings>

Keeping Children Safe in Education 2025
https://assets.publishing.service.gov.uk/media/66d7301b9084b18b95709f75/Keeping_children_safe_in_education_2025.pdf

Critical Incident Management Guidance (updated 2024)
https://assets.publishing.service.gov.uk/media/668d303c4a94d44125d9cf6d/Critical+incident+management_1.pdf

Appendix A

Evacuation Plan

Evacuation of the school building and/or site may be necessary due to a variety of reasons e.g. fire, chemical incident, water failure, disaster, bomb threat etc.

In the event of any incident occurring a “risk assessment” will need to be carried out by the person controlling the site at the time. This will involve identifying the danger and deciding what action to take. To ensure responsibility for addressing an incident is managed correctly at all times the following chain of command will operate within the school.

Mrs M Ziane	Headteacher
Mrs C Stock	Deputy Headteacher
Mrs L Stonier	Deputy Headteacher
Mrs P Thornton	Strategic Business Lead
Mr M Allen	Site Manager

If an emergency regarding a class or group of children takes place on the premises you must notify the headteacher or deputy headteacher immediately and follow evacuation procedures if instructed.

Where emergencies occur outside school hours the Site Manager, LA Security Control Room or police will alert the headteacher. Who will telephone the deputy headteachers to notify or call in for consultation and/or action. The headteacher will alert the LA (for assistance in major situations) and the Chair of Governors. These procedures will also be followed for emergencies occurring off the school premises.

Evacuation Procedure

- 1) The electronic sounders - fire alarm will be used to alert everybody of the need to evacuate the building.
- 2) Emergency Evacuation Plans can be found on the back of every door. Follow the arrow to the nearest exit and meet at the designated muster point.
- 3) The muster points will be used for assembling staff, other adults and children in most circumstances. In cases where the site must be evacuated then everyone will assemble at St. Vincent's R.C. Primary School (see whole site evacuations information below).
- 4) Staff to assemble children by class and count them. Once counted to relay this information to office staff who will collate roll numbers and report to SLT.
- 5) Fire Wardens will conduct a search of pupil toilets, as they exit and take the Fire Tag once completed. This will be handed in to SLT once evacuated into the playground.
- 6) Two emergency grab kit boxes with pupil medication, First Aid kits and bottled water are kept within easy reach in the First Aid room. One is taken to each assembly point.
- 7) Two emergency folders, maintained by Mrs Smallman, will be kept in the office. One of each will be taken to an assembly point during any incident.

Each folder will contain:

- A plan of the building
- Evacuation report (updated twice daily)
- Names and contact numbers for the children
- Any important medical information
- Staff contact details
- List of emergency contacts
- A key to the security gate

8) Are there any groups off-site who need to know?

9) Where continued evacuation is necessary the Strategic Leadership Team will meet as soon as possible to discuss the situation and to produce a plan of action. The Communication Plan (Appendix E) will be followed at this point. A list of useful contacts is located in Appendix E. A copy will be held in the 2 emergency folders and a copy given to the Chair of Governors. This list will be reviewed and updated annually.

Whole Site 'Extended' Evacuation

St Vincent's R.C. Primary School and Becontree Primary School are each other's emergency evacuation sites. In the event of the need to evacuate the school, initial fire drill procedures will be followed, and then the headteacher will inform the other school's headteacher that the children will be coming on to their site.

Each teacher will be responsible for accompanying their own class to the host school. The children will exit the site calmly and walk class by class along the pavement down Stevens Road. The other school site is only a short walking distance away at:

St Vincent's Primary School
Burnside Road, Dagenham, Essex RM8 2JN
020 8270-6695
Contact: Mrs Craft (Headteacher)

On arrival they will assemble in the school hall. It is the responsibility of the deputy headteachers to oversee this aspect of the evacuation, and to make the subsequent necessary decisions affecting the teachers and children. Where possible this will be done in consultation with the headteacher but where discussion with the Headteacher is not possible, authority will remain with the deputy headteachers.

All adults from the evacuated school will assemble at the host school. The office staff will take with them the First Aid equipment, evacuation registers and a list of parents' contact numbers.

The Headteacher will remain behind at Becontree Primary School to prevent anybody from entering an un-safe area. They will liaise with the emergency services and identify who has been evacuated off-site and any persons that are not accounted for. During a site evacuation, where possible, external doors should be closed/locked to maintain security of the building.

In the event of a major incident where both schools need to be evacuated the headteacher will follow the advice of external agencies.

Drills and Practices

The school recognises the need to practice evacuation routines to ensure that staff and children are familiar with escape routes and assembly plans.

Due to the variety of working hours for staff, not all staff will be able to take part in an evacuation drill, however, all staff will be given access to this policy.

Whole school evacuations are practised at least termly, following these basic guidelines:

- Term 1 – drill is announced so staff can familiarise themselves with evacuation routes;
- Term 2 – day of drill is announced but time is withheld to avoid over-preparedness;
- Term 3 – drill is completely unannounced and 1 escape route (chosen at random) is blocked off.

The results of these drills are reported to the SFM committee.

Appendix B

Invacuation Plan

As part of our Health & Safety policies and procedures, the Governing Body of Becontree Primary School has an Invacuation Plan. This policy affects the children, staff and visitors to the site, as well as parents/carers and other third parties.

On a very rare occasion, it may be necessary to seal off all or part of the school so that it cannot be entered from the outside. This will ensure that children, staff and visitors are safe in situations where there is a hazard in the school grounds or outside the school in the near vicinity.

Invacuation means that children and adults are safe within the school building and will remain inside unless told to do so. Staff should familiarise themselves with RUN HIDE TELL to ensure they can immediately respond to live incidents and make adjustments for those with SEND if required.

Notification of Invacuation

Once the Headteacher (or Deputy) has made the decision to invacuate the school, the following procedure will commence. The Critical Incident Team will be made aware and tasks will be allocated accordingly to them.

The alarm will be raised by activating 3 blasts of the Class Change bell (situated in the Nursery classroom). Each blast will be activated once every 5 seconds for 3 blasts. These 3 blasts will be repeated a total of 5 times.

The Headteacher (or Deputy) will contact the Emergency Services for advice.

Procedure

1. A member of SLT, the Site Manager or a member of Admin staff will raise the alarm.
2. Adults on duty will usher children into the school building as quickly as possible, if in the playgrounds.
3. External and inter-connecting gates and doors to the school will be locked/bolted where it is possible to do so and remain safe:

External gates :	Headteacher/Site Manager
Nursery (x3 external, x1 internal) :	Teacher in charge
Kitchen/dining hall :	School cook
School office exits (x2), infant toilet exits, Sunshine Hall :	Paula Thornton
Reception :	Teacher in charge
Year 1 & 2 class rooms :	Teacher in charge
Year 2, Year 3, Staffroom, Zen Den play area exits :	Clare Stock
Zen Den classroom:	Teacher in charge
Year 4, Year 5, Year 6 exits, Year 5 Learning Base :	Lillian Stonier
ARP (x2) :	Teacher in charge
Library :	Person in charge

4. Once everyone is inside and the building is secure, a message will be sent to parent/carers.

Example message:

We have been notified of an incident in the area and as precaution everyone is being kept safely indoors. If you are on-site, please follow staff instructions.

For everyone's safety, please do not come to the school or try to contact us. Further information will be shared by text and email as soon as possible.

5. Staff and children within the building will remain in the room they are in. Staff in each room will ensure the windows are locked and blinds closed. Office staff will close the office blinds and move away from the main entrance area.
6. Children or staff not in a classroom (for any reason) will proceed to the nearest occupied classroom and remain with that class and class teacher, e.g. children using toilets when siren goes. **NO ONE SHOULD MOVE ABOUT THE SCHOOL**
7. Office staff will move around the building discreetly to conduct a roll call of staff and children and which rooms are occupied. One office staff to check Nursery – Year 2 and report to Clare Stock. One office staff to check Year 3-6 (including Zen Dens and ARP) and report to Lillian Stonier. Both to also check staff and visitors using the Inventory App as they go.
8. Staff to support children in keeping calm and quiet, where normal lessons are not possible; calm and quiet distraction activities; such as quizzes/film/colouring, will be used.
9. Everyone should remain in rooms until informed by a member of SLT.

INDIVIDUAL STAFF OR VISITORS TO ONLY MOVE AROUND THE SCHOOL AS ABSOLUTELY NECESSARY. THEY CANNOT SIGN OUT OR LEAVE THE PREMISES DURING AN INVACUATION, WITHOUT PRIOR AGREEMENT OF THE HEADTEACHER.

CHILDREN MUST BE SUPERVISED AT ALL TIMES. THEY CAN ONLY USE THE TOILET IF ABSOLUTELY NECESSARY AND BE ACCOMPANIED BY AN ADULT.

DURING AN INVACUATION, CHILDREN WILL NOT BE RELEASED TO PARENTS/CARERS.

10. Are there any groups off-site who need to know?
11. The end of an invacuation can only be declared by the Headteacher (or Deputy).
12. As soon as possible after the invacuation, all children and teachers return to their own classrooms and conduct a full roll call and notify SLT immediately of any children not accounted for.
13. SLT report back to Headteacher to ensure a full roll call is complete. The Communication Plan (Appendix E) will be followed at this point. A list of useful contacts is located in Appendix E.

Drills and Practices

Invacuation plans will be tested at least annually using 'table top/practice' sessions, which will involve key staff members.

Invacuation practices will take place regularly (at least bi-annually) to ensure that all staff and children are aware of the procedure to follow. Due to the variety of working hours for staff, not all staff will be able to take part in an invacuation drill, however, all staff will be given access to this policy.

The results of these drills are reported to the SFM committee.

Appendix C

Lockdown Plan

As part of our Health & Safety policies and procedures, the Governing Body of Becontree Primary School has a Lockdown Plan. This plan affects the children, staff and visitors to the site, as well as parents/carers and other third parties.

On an extremely rare occasion, it may be necessary to seal off all of the school and ask staff and children to remain hidden. Lockdown differs from invacuation, as the danger may be within the school site or building.

Notification of Invacuation

Once the Headteacher (or Deputy) has made the decision to invacuate the school, the following procedure will commence. The Critical Incident Team will be made aware and tasks will be allocated accordingly to them.

The alarm will be raised by activating the Class Change bell (situated in the Nursery classroom). This will be activated continuously for 60 seconds.

The Headteacher (or Deputy) will contact the Emergency Services for advice.

The Communication Plan (Appendix E) will be followed where it is safe to do so, throughout the invacuation. A list of useful contacts is located in Appendix E.

Procedure

1. A member of SLT, the Site Manager or a member of Admin staff will raise the alarm.
2. Adults on duty will usher children into the school building as quickly as possible, if in the playgrounds.
3. External and inter-connecting gates and doors to the school will be locked/bolted where it is possible to do so and remain safe:

External gates :	Headteacher/Site Manager
Nursery (x3 external, x1 internal) :	Teacher in charge
Kitchen/dining hall :	School cook
School office exits (x2), infant toilet exits, Sunshine Hall :	Paula Thornton
Reception :	Teacher in charge
Year 1 & 2 class rooms :	Teacher in charge
Year 2, Year 3, Staffroom, Zen Den play area exits :	Clare Stock
Zen Den classroom:	Teacher in charge
Year 4, Year 5, Year 6 exits, Year 5 Learning Base :	Lillian Stonier
ARP (x2) :	Teacher in charge
Library :	Person in charge

4. Once everyone is inside and the building is secure, a message (see below) will be sent to parent/carers.

Example message:

We have been notified of an incident in the area and as precaution everyone is being kept safely indoors. If you are on-site please follow staff instructions.

For everyone's safety, please do not come to the school or try to contact us. Further information will be shared by text and email as soon as possible.

5. Staff and children within the building will remain in the room they are in. Staff in each room will ensure the windows locked and blinds closed. Furniture will be put in front of the door where possible. Staff and children should be positioned away from possible sightlines from external windows/doors. Lights, smart boards and computer monitors should be switched off. Staff to support children in keeping out of sight and remaining calm and quiet.
6. Admin staff will close the office blinds and move away from the main entrance area.
7. Staff in the staffroom/offices must stay where they are.
8. Kitchen staff will remain in the school kitchen and turn off equipment.
9. Staff mobile phones should be placed on silent and ONLY be used to communicate with SLT or emergencies. Never post anything on social media or try to take videos or photos; as this will place yourselves and others at greater risk.
10. Children or staff not in a classroom (for any reason, eg children using toilets when the alarm goes) will proceed to the nearest occupied classroom and remain with that class and class teacher. **NO ONE SHOULD MOVE ABOUT THE SCHOOL.** A roll call will be taken after the lockdown procedure has ended.
11. Are there any groups off-site who need to know?
12. Everyone should remain in rooms until informed by a member of SLT. Only the Headteacher (or the deputy) can declare the end of a lockdown.
13. As soon as possible after the lockdown, all children and teachers return to their own classrooms and conduct a full roll call and notify SLT immediately of any children not accounted for.
14. SLT report back to Headteacher to ensure a full roll call is complete. The Communication Plan (Appendix E) will be followed at this point. A list of useful contacts is located in Appendix E.

Appendices C1-C2, provide a simple summary of actions to be taken.

Drills and Practices

Lockdown plan will be tested at least annually using 'table top/practice' sessions, which will involve key staff members.

All staff will be given access to this policy.

The results of these drills are reported to the SFM committee.

Lockdown Crib Sheet

Admin Staff/Site Manager/SLT

Receive call or notification of risk
Inform the Headteacher



Raise the alarm – by continually activating
the class change bell situated in the Nursery



Identified staff close exit points (and interior
doors), windows and blinds.



Take mobile phone and hands-free landline
and emergency evacuation folders

Move away from the main entrance and any line of sight.



Only contact SLT through silent messages or WhatsApp

**DO NOT TAKE PHOTOS OR POST ON SOCIAL MEDIA
THIS INCREASES RISK**

Lockdown Crib Sheet

All staff/visitors

Notified of risk



Lock down in nearest class/office and
keep mobile phones on silent



Close doors, windows and blinds.
Barricade door and stay out of line of sight
Nearest adult to check exit doors are closed,
if safe to do so



If responsible for a group of children,
keep them calm, quiet and away from
windows and doors



Only contact SLT through silent text messages or WhatsApp

**DO NOT TAKE PHOTOS OR POST ON SOCIAL MEDIA
THIS INCREASES RISKS**

Appendix D

Bomb Threat Plan

Most bomb threats are made over the phone and the overwhelming majority are hoaxes, made with the intent of causing alarm and disruption. Any hoax is a crime and, no matter how ridiculous or unconvincing, must be reported to the Police.

If you are the member of staff who takes the call:

Be alert, but not alarmed!
Write down as much information as you can.
Stay calm!

BOMB THREAT CHECKLIST

1. Who is making the threat?
2. Can you keep them talking and gather more information?
3. Can you describe the person making the threat?
4. Is there a specific area/site under threat?
5. Is there a time limit quoted?
6. Have they said we can't evacuate?

What to do next?

Advise the Headteacher (or Deputy Head in their absence).

On receipt of a “bomb threat” – the Headteacher will:

- Dial 999 and the Police will respond.
- Consider the advice of emergency services before a decision is taken to evacuate or lockdown the site.
- Follow either the Evacuation Plan (Appendix A) or the Lockdown Plan (Appendix C), depending on the decision taken.
- Continually review the plan throughout the emergency.

Drills and Practices

Bomb Threat Response Plan will be tested at least annually using ‘table top/practice’ sessions, which will involve key staff members.

All staff will be given access to this policy.

The results of these drills are reported to the SFM committee.

Appendix E

Communication Plan

Communicating during a critical incident is vital and is sometimes the only action required.

The following lines of communication (orally, by telephone or by text/email) will become necessary if the communication plan is put into action:

Marie Ziane (Headteacher)	will inform	Liaise with emergency services (if required) SLT Chair of Governors Local Authority representative
----------------------------------	-------------	---

Following initial actions further communication with staff, children and parents/carers will be delegated to other members of SLT.

In certain circumstances, communication with outside providers may be required and will be led by:

Paula Thornton (SBL)	Governors Agency staff Elementary ICT staff DOLCE Catering staff Childville or other external club providers/lettings CYPD Hub/Playaways staff and manager Contractors
-----------------------------	--

Communication with parents

Parents/carers will be notified as soon as it is practical to do so via the school's established communication network. Parents/carers will be asked not to call school as this may tie up emergency lines.

Some critical incidents may be distressing for families and need to be handled sensitively.

Depending on the type and severity of the incident, parents may be asked NOT to collect their children from school as it may put them and their child at risk.

During an invacuation, children will not be released to parents/carers. If the end of the day is extended due to the invacuation, parents will be notified and will receive information about the time and place children can be picked up from admin staff or emergency services.

A letter to parents will be sent home on the nearest possible day following any serious incident to inform parents of the context and to encourage parents to reinforce with their children the importance of following procedures in these very rare circumstances.

Pre-prepared communication statements

Designed to be sent out to parent/carers – each is suitable for a range of incidents, with minor amendment. They can be sent from any device with internet access.

Statement 1 – School closure/Site evacuation

There has been a Health & Safety incident at Becontree Primary School. We have taken precautionary measures to keep everyone safe. We have decided to close/partially close the school temporarily. Our staff are looking after all children and there is no immediate risk to your child. However, we would appreciate it if you or a trusted adult (with the password) could collect your child from the main playground, as soon as possible.

Statement 2 - Invacuation

There has been a security incident at Becontree Primary School. We have taken precautionary measures to invacuate/lockdown the site temporarily to keep everyone safe. Our staff are looking after all children and the police are also on site to resolve the incident. For everyone's safety, please **DO NOT COME** to the school site. We will provide further updates using this method. We will inform you about any arrangements to collect your child when the incident is resolved, and normal activities are resumed.

Statement 3 - Lockdown

An incident has occurred at (nearby location), which is close to Becontree Primary School. We have been advised by the police to put in place a school-wide lockdown. We would like to reassure you that everyone is safe and well. We have police presence on site and are being fully supported at this time. We ask that families and friends **DO NOT COME** to the school at this time as this would compromise the police operation currently underway and may compromise the safety of the children and yourself. We also ask that you **DO NOT CALL** the school office so that staff can prioritise supporting the children and liaising with police. We thank you for your support and will update you as soon as possible when we know more.

SCHOOL EMERGENCY CONTACTS

The following is a list of contact numbers that may be required during an emergency:

Critical Management Team

Mrs Marie Ziane (Headteacher)	Mobile number retained on site
Mrs Clare Stock (Deputy Headteacher)	“
Mrs Lillian Stonier (Deputy Headteacher)	“
Mrs Paula Thornton (Strategic Business Lead)	“
Mr Mark Allen (Site Manager)	“
Ms Hannah Hamid (Chair of Governors)	“

Other contacts

Mrs Jacqui Miller (Manager of Becontree CYPD Hub)	“
Mrs Catherine Duff (DOLCE Cook)	“
Mrs Nicky Coker (Childville Manager)	“
Mr Jay Chilton (Elementary ICT)	“

Local Authority Contacts

Town Hall, Barking	020 8592 4500
Becontree Children's Centre	020 8724.1830
Lorraine Billingsley (PA to Director Children's Services)	020 8227 3006
Alarm Control Centre	020 8594 7920
Borough Press Office	020 8227 2108
Borough Emergency Control Centre (BECC)	020 8594 8356
Assets	020 8227 3031
(also contact for any questions about insurance or utilities supply)	

National Grid Transco Gas	0800 111 999
(whatever your gas supplier, you should contact National Grid if you suspect a gas leak)	
UK Power Networks	0800 0280 247
(whatever your electricity supplier, you should contact UK Power Networks if there is a problem with your power supply, or if you need the power to be switched off)	
Community Educational Psychology Service	020 8270 6900
Civil Protection Service	020 8227 3119
Essex and Suffolk Water	0845 782 0999
LA Contact	020 8227 5800
Press Office	020 8227 2022
	07968 511 859
Thames Water	0845 9200 800
Transport for London	020 7222 1234

Police non-emergency number	101
Dagenham Police	020 8984 1212
Barking Police	020 8594 1212
King George's Hospital	020 8983 8000

Off-site relocation area	St Vincent's Primary School
	Burnside Road, Dagenham, Essex RM8 2JN
	020 8270-6695
	Contact: Mrs Craft (Headteacher)

Medical Emergency/First Aid Plan

As part of our Critical Incident Policy, the Governing Body of Becontree Primary School has a Medical/First Aid Plan. This plan affects the children, staff and visitors to the site, as well as parents/carers and other third parties.

On a rare occasion, it may be necessary to deal with a medical emergency. This will ensure that children, staff and visitors are kept safe as much as possible. This plan was first used during the Covid 19 Pandemic.

Notification of a Medical Emergency

Once the Headteacher (or Deputy) has made the decision that the school community has a medical emergency, the following plan will commence. A member of SLT or a member of the office staff will make staff and/or parents/carers aware (if appropriate) by sending an urgent email.

Types of possible medical emergencies might be notification of:

1. COVID 19-type pandemic
2. Serious communicable disease
3. Serious accident/injury

Procedure:

1. Threat to life takes precedence – First Aider to CALL 999
2. Follow instructions of emergency services
3. Contact local UKHSA Health Security Agency (as appropriate), contact details on internet
4. Provide details of medical emergency, who is affected and any individuals who have been in contact, who may be at increased risk
5. Other staff and children to move away from area of emergency
6. Witnesses identified for later debrief
7. Area cleaned (using PPE) if required and Bodily Fluid policy followed
8. Accident/incident report made (if appropriate)

Staff roles

Trained first aiders are on hand for emergency response. 3 staff are trained to respond to First Aid at Work incidents. Where possible the Lead First Aider will take charge of the emergency, supported by the Headteacher and other available first aid staff.

Mrs Smallman is the Lead First Aider.

Communication with parents

A member of SLT or the office staff will contact the parents/carers of a child with a medical emergency; preferably by telephone. The next of kin will be contacted for any staff member with an emergency.

If a wider message needs to be communicated a template message will be provided by a member of SLT for circulation to parent/carers.

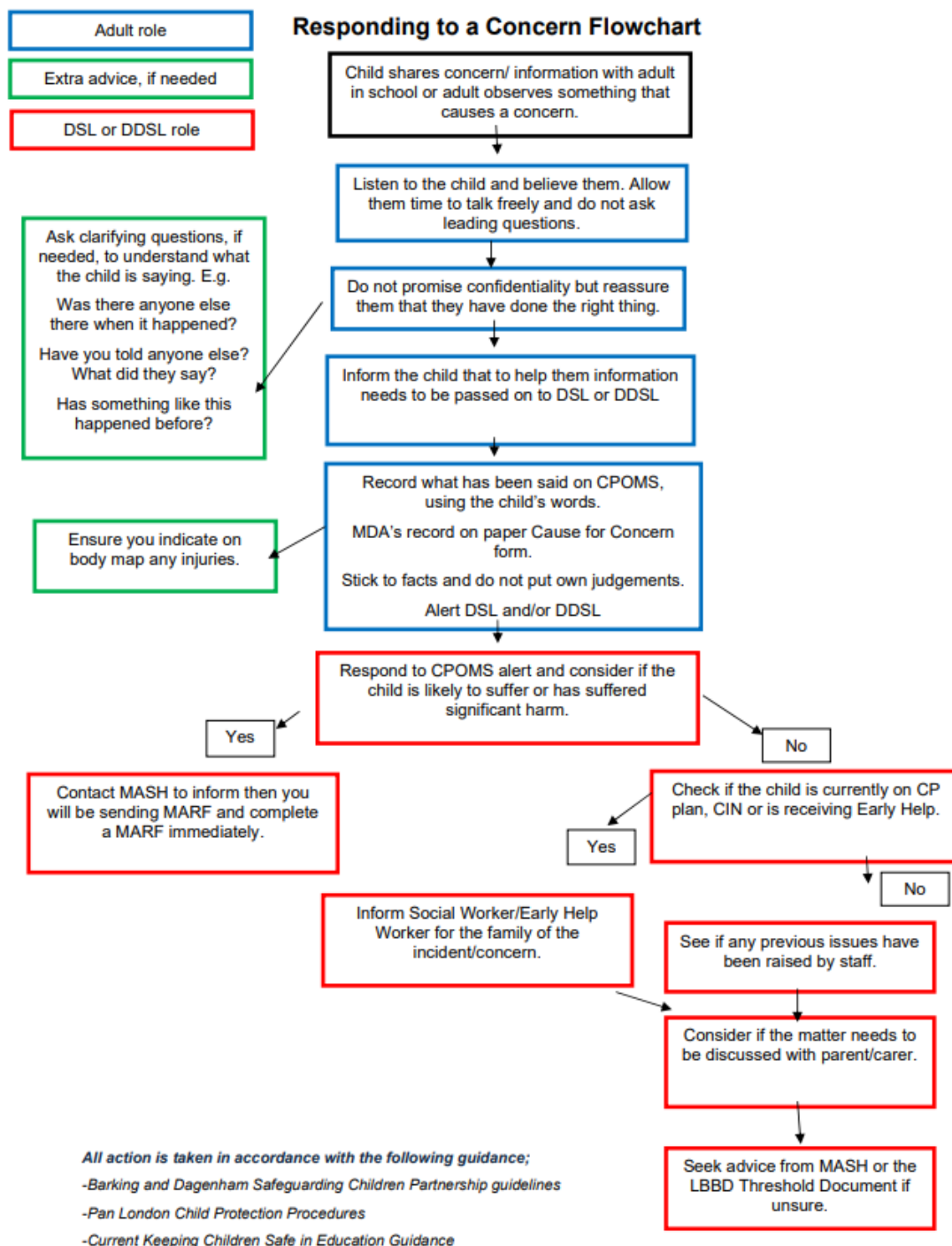
Medical Emergency Drill

Relevant staff to complete table-top drill at least annually. When plan invoked for real (not a drill) then a debrief will take place to reassess this effectiveness of this plan.

Safeguarding Emergency Plan

As part of our Critical Incident Policy, the Governing Body of Becontree Primary School has a Safeguarding Emergency Plan. This plan affects the children, staff and visitors to the site, as well as parents/carers and other third parties.

On a rare occasion, it may be necessary to deal with a safeguarding emergency. To ensure that children, staff and visitors are kept safe, we will follow the actions below.



Drills

A table-top drill will be conducted at least annually. Following a 'real' Safeguarding emergency, the DSL will debrief with SLT.

Cyber-attack Plan

As part of our Critical Incident Policy, the Governing Body of Becontree Primary School has a Cyber Attack Plan. This plan affects the children, staff and visitors to the site, as well as parents/carers and other third parties.

On a rare occasion, it may be necessary to deal with a known or suspected cyber attack to the school servers.

Notification of a Cyber Attack

The Headteacher (or Deputy) will make any decision regarding a cyber attack threat to the school community on the advice of Elementary ICT. Once a known or suspected cyber attack threat has been identified, the following plan will commence.

Types of possible cyber attack threats might be:

1. Network wide virus
2. Total loss of internet connection
3. Ransomware demand
4. Malware attack

Procedure:

1. Contact with Elementary ICT
2. Shutdown of internet connection/servers
3. Phones & photocopiers also unavailable during shutdown
4. Parent/carers made aware of lack of service; using internet-based messaging service (using Personal Hotspots) and/or emergency mobile phone
5. Alarm control room made aware of incident and lack of CCTV alarms during this time
6. Teaching takes place using traditional methods

Staff roles

The Headteacher (or Deputy) or SBL will be in regular contact with Elementary ICT. Mobile phones with internet connection and Blue Tooth connection can be used to communicate outside of the school network.

Jason Chilton (Elementary ICT) – ICT specialist and liaison with school

Marie Ziane (Headteacher) – Incident Manager

Clare Stock & Lillian Stonier (DHT) – Deputy Incident Managers

Paula Thornton (SBL) – communicate with staff and parents/carers

Mark Allen (Site Manager) – communicate with control room

Communication with parents/carers

A member of SLT or a member of the office staff will make other staff and/or parents/carers aware (if appropriate) by sending an urgent email/text.

Drill

Elementary ICT operate table-top practice sessions in-house and update the school as new procedures come to light.

School Closure Plan

School Closure may take place in conjunction with other emergency plans; such as an evacuation of the school site due to a fire or as a stand-alone response; such as a snow day.

In the event of any incident occurring a “risk assessment” will need to be carried out by the person controlling the site at the time. This will involve identifying the danger and deciding what action to take. To ensure responsibility for addressing an incident is managed correctly at all times the following chain of command will operate within the school.

Mrs M Ziane	Headteacher
Mrs C Stock	Deputy Headteacher
Mrs L Stonier	Deputy Headteacher
Mrs P Thornton	Strategic Business Lead
Mr M Allen	Site Manager

Where a threat to life has been identified one of the other critical incident response plans will be followed before the school closure is considered.

Where there is no threat to life but the full or partial-closure of the building or site is the best decision, then the following procedure will be followed:

- 1) If an incident is identified regarding a class, group of children or part of the building takes place on the premises you must notify the Headteacher or Deputy Headteacher immediately.
- 2) Where an emergency occurs outside of school hours the Site Manager or Caretaker, LA Security Control Room or Police will alert the Headteacher. Who will telephone the Deputy Headteacher(s) and SBL to notify or call in for consultation and/or action. The Headteacher will alert the LA (for assistance in major situations) and the Chair of Governors. These procedures will also be followed for emergencies occurring off the school premises.
- 3) As soon as possible the SLT will meet to discuss the situation and to produce a plan of action.
- 4) A list of useful contacts is located in the Communication Plan (Appendix F). A copy will be held in the 2 emergency folders and a copy given to the Chair of Governors. This list will be reviewed and updated annually.
- 5) Parent/carers will be contacted to alert them of the need for whole or partial-closure of the school site and arrange for the safe collection of children who may be affected.
- 6) Parent/carers will be kept up to date as the incident progresses and to reassure them regarding the decision to re-open the site.

Staff roles

The Headteacher to declare the full or partial closure of the site. Contact LA and Chair of Governors. Follow the Communication Plan (Appendix E)

Communication with parents

Follow the Communication Plan (Appendix E)

Drill

The school recognises the need to practice the school closure response plan to ensure that key staff are familiar with their roles. A table top drill will be completed annually. This policy will be circulated to all staff for their information.

Well-being follow-up activities

People react very differently to the same situation; some will readily vent their feelings, others will find it more difficult. Both are normal. Children's ages and development will of course affect their understanding and feelings. Common reactions can be denial, distress, guilt, anger and helplessness.

Handling the reactions of people affected

Information about the incident

- Inform all staff and give guidance on how to support and talk to the children.
- Confront the 'truth' and take care with the form of words in announcements.
- Outline measures in place in school to provide further help for distressed children.
- Provide information to families on the kinds of help and support available to them and their children.

Explicit acknowledgement about the incident

The management of a critical incident can result in a good deal of stress:

- Acknowledge the emotional state of staff and children and allow time and space where needed.
- Some staff may not wish or be able to be directly involved in supporting children.
- The burden of support may fall disproportionately on a small number of staff.
- Establish boundaries - avoid 'milling'. Designate areas for parents, supporters, press etc.

Opportunity to talk through or express personal reactions

- Acknowledge that an incident may act as a trigger to children who are emotionally vulnerable, even if they are not directly involved.
- This may result in difficulties in behaviour and relationships.
- Be sensitive to the effects on staff or children's concentration and performance.
- Be sensitive to the effect on home and social life for families and peers.
- Resist expectations of immediate 'counselling'.

Supporters need support

- Be aware of the possible delayed reactions of those actively involved in responding to a critical incident. Staff who are co-ordinating the school's response should be supported and scheduled for relief periods.
- Teachers are vital in supporting children through a critical incident; but teachers facing this need deserve informed guidance and emotional support themselves.
- Be aware of needs of the CIMT.

Formal and informal recognition and rituals

- Arrangements may be made to express sympathy to families directly affected.
- Injured children can be visited in hospital.
- Children can be encouraged to send cards and letters.
- Plan to attend a funeral, if welcome. (School closure is possible at discretion of governors).
- Discuss desirability of holding special assemblies and memorial services.
- A memorial may be discussed.
- Anniversaries are key times and the school should ensure such times are planned for and handled with sensitivity and support.

Continuing or quickly establishing usual routines

- Every attempt should be made to provide as much continuity as possible for children.
- Maintain the normal school day so children are unsettled as little as possible.
- Governors and parents can be invaluable.

Return to school by children or staff directly affected

- Some may not be attending school after an incident and will need assistance on re-entry.
- Some may have been injured or distressed and will need significant support to re-integrate.

Implications for the wider curriculum

- Inclusion of training for staff in areas such as loss, change or bereavement as part of SIP and CPD.
- Relevant fiction and non-fiction books in library.
- Relaxation techniques, positive imagery within PSHE.
- PSHE - cycle of life and death.
- Loss, change and bereavement as dealt with by different races and cultures.

Arson Attacks

- The sense of loss, distress and anger can be severe. Dislocation for teachers can be prolonged as they are forced to revisit their distress every day as the loss of their investment in place, planning, resources, records and teaching patterns bears down.
- Children and students prey to same emotions.
- Worst effects on teacher morale can occur months after the fire.

Pressure on staff to restore normal routines quickly on a new or restricted site leaves too little room for grieving, for ritual endings and for reflection.