

## Angling4Education Emergency, Business Continuity and Recovery Plan

### Introduction

Angling4education has a duty of care to provide a safe environment for all staff and pupils; in turn, parents/carers entrust Angling4education to keep their children safe. Angling4education has a robust referral system including risk assessments for all children and young people and the activities which we provide. However, Angling4education can be affected by emergencies of different scales at any time. Incidents affecting Angling4education are varied and may include:

Incidents:

- Severe weather (e.g flooding, snow)
- Death or injury of a pupil or a staff member
- Violence or assault whilst on a session
- Destruction or vandalism to equipment property or vehicles
- Emergency safeguarding (missing child/young person/ Abduction)
- The effects of disasters in the wider community
- Incidents out in the community (e.g. road traffic accidents)
- Public Health incidents Pandemics/Epidemics

Business continuity:

- Unplanned loss of staff e.g: Long term sickness or death
- Failure technology or Loss of data
- Loss of Key stakeholders, partners or third parties

Thankfully, critical incidents are rare but it is vital to be prepared as possible to reduce their impact and respond effectively. It is good practice for providers to have an emergency plan and Business continuity plan to deal effectively with any emergency or risk to the business, which in turn would affect the provision provided to vulnerable children and young people. Incidents can have a profound and lasting effect on staff, users and the business in general.

### Aim:

The aim of this document is to give guidance to enable Angling4education to provide a structured response to manage and coordinate an emergency, together with the actions to be taken to ensure continuity of service. To mitigate the effects of any disruptive challenge which affects the operation of normal business within the company, particularly in terms of prioritising business-critical functions and in responding to the challenge.

### Objectives:

- Provide a clearly defined course of action
- Provide a timely and orderly recovery of business
- Identify 'Business Continuity Team' where required
- Identify business critical functions and define alternative procedures
- Identify those who must be notified and kept informed of emergencies
- Identify those who must be notified and kept informed of the disruptive challenge affecting normal business

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**Document control**

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**Version Control**

To ensure validity any amendments to the plan must be recorded below. Updated plans will be distributed to any copy holders and previous versions archived.

Date	Version Number	Updated by	Amendment details	Next review date
June 2019	1			
1st November 2021	2	Luke O’Keefe	New Plan	1.11.2022
28th Feb 2022	3	Kelly Gilholm	Page 12 Designated log keeper	5.5.2023
5 May 2023		Reviewed by Kelly Gilholm	No Changes	May 2024
11 May 2024		Reviewed by Kelly Gilholm	No Changes	May 2025
23/7/2024	4	Reviewed by Kelly Gilholm	Update staff structure	May 2025

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### Distribution lists

#### Internal distribution lists

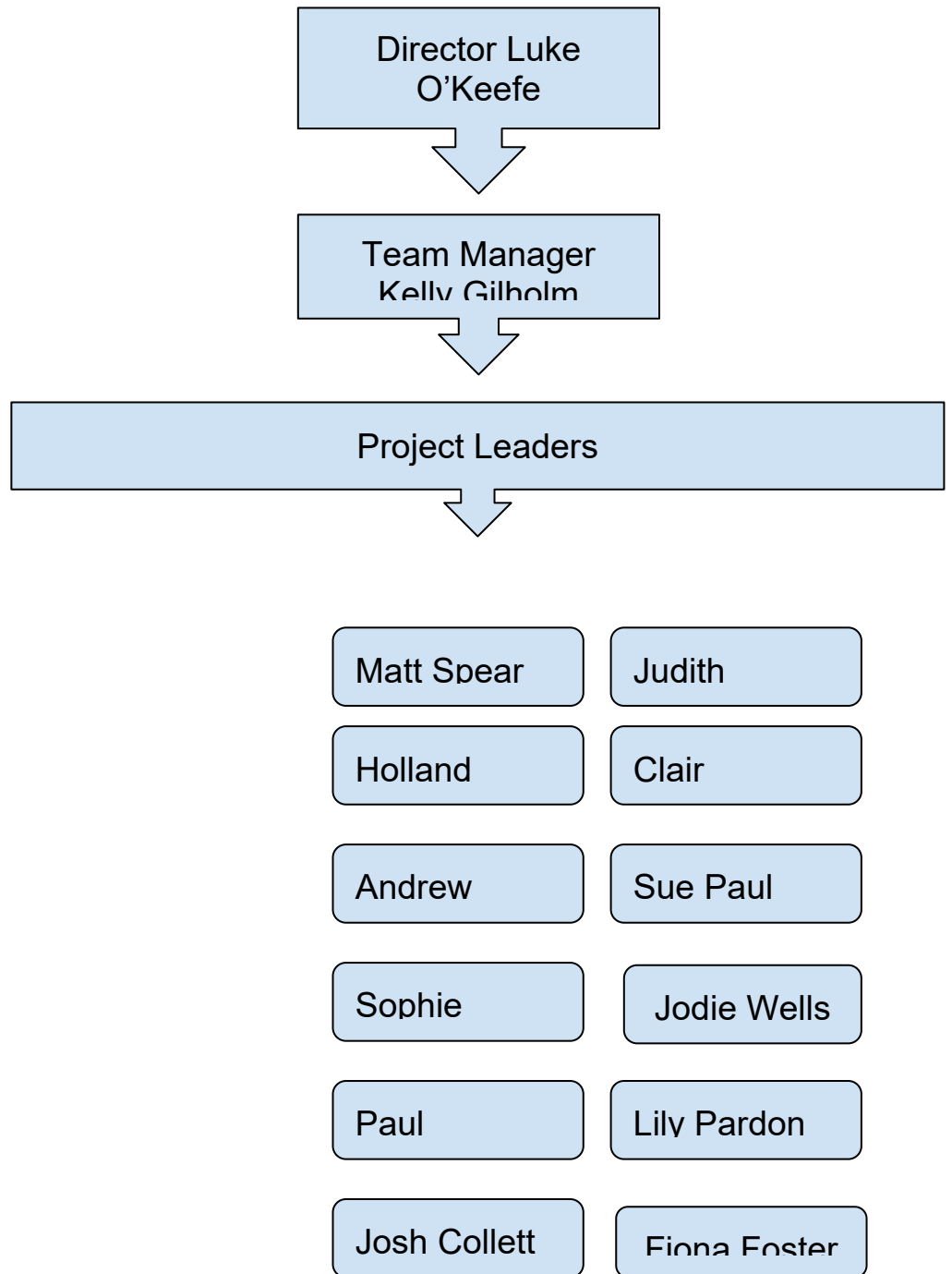
Angling4Education Staff Name/job title	Number of copies	Format
Luke O'keefe Director	2	Online and hard copy
Kelly Gilholm Team manager	2	Online and hard copy
All Staff	11	Online

#### External distribution lists

**The plan should be treated as a secure document and its contents kept confidential at all times.**

Organisation	Number of copies	Format
WSCC DPS	1	Email word document
On request		
WSCC DPS	1 - requested updated version	Email word document

### Organisation Structure Chart



**Incident response activation**

**Start and maintain incident log**

**Emergency or Disruption**

<b>Emergency</b>		<b>Disruption</b>	
1:Unplanned session cancellations e.g. Severe weather, Civil disturbance		1: Unplanned loss of business director or senior staff e.g unplanned sickness, death	
2:Death or serious injury to pupil/staff e.g. assault, accidents		2: Unplanned loss or shortage of key staff	
3: Outbreak of disease e.g. Pandemic		3:Failure of technology or loss of data	
4: Emergency Safeguarding e.g Missing child/young person, Abduction		4:Loss of key partners or third parties	
5:Off-site activity incident e.g. Transportation incidents, accidents in rural area			
6: Fire or Floods - off-site e.g. Forest fires			

**End of incident**

**Recovery Phase**

# Incident log sheet

<b>Incident name:</b>	<b>Sheet number:</b>
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Date	Time	Contact detail (ingoing/outgoing)	Information received/given	Actions	Complete (Date/Time)	Person responsible

## Emergency Contacts Sheet

Name of organisation	Telephone number (inc out of hours)	Address if applicable
Multi agency safeguarding hub MASH	01403 229 900 0330 222 6664	mash@westsussex.gov.uk
LADO Safeguarding	0330 222 6450 (9-5pm only)	
Public Health England PHE Sussex and Surrey health protection team	0344 225 3861 ICC.SurreySussex@phe.gov.uk	County Hall, Chart Way, Horsham, RH12 1XA
Environment Agency	0370 850 6506	
Emergency service Non - emergency	999 101	
Angling4Education Staff		
Luke O'Keefe (Director)	01903 372 800	
Kelly Gilholm (Team Manager)	01903 372 800	



<b>Matt spear (DSL)</b>	<b>01903 372 800</b>	
<b>Emergency Utilities</b>		
<b>Floodline</b>	<b>Information service</b>	<b>0845 988 1188</b>
<b>Other Organisations</b>		
<b>Insurance company</b>	<b>0203 195 7500</b>	
<b>NHS helpline</b>	<b>111</b>	
<b>Banking</b>		
<b>Other useful numbers</b>		

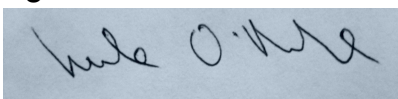
## Angling4Education Director: Statement of Intent

I, Luke O'Keefe director of Angling4education and all it's staff are committed to ensuring the highest level of engagement and development for all of its pupils. This is particularly important during times of disruption which can be caused by a variety of different scenarios. As Director, supported by the Team manager, Kelly Gilholm, I will be responsible for the coherence and effectiveness of the emergency and business continuity planning arrangements. This includes ensuring that the business is fully prepared to cope with any incident that may arise and providing a continued service, with as little disruption as possible for our service users.

This Emergency Plan will enable Angling4Education to fulfil its obligations to:

- Protect the vulnerable, including pupils and staff
  - Support the work of the Emergency Services
  - Maintain business continuity when faced with any disruptive challenge
- We will achieve this through:
- Effective planning and preparation
  - Establishing roles, responsibilities and a leadership structure
  - Working towards a confident and controlled incident response and recovery
  - Business wide training and awareness raising
  - Tailoring this plan to meet Angling4Education's specific needs
- We recognise that it is the responsibility of every member of staff to be familiar with the plan and its contents. This plan will be regularly reviewed and kept up to date in order to fulfil the above obligations to a high standard.

Signed:



Date: 1st November 2021

## Defining an incident: Emergency or Disruption

### Emergency

#### Definition:

Some incidents are of a more critical and overwhelming nature in which staff, users and parents may experience acute or even prolonged distress. Emergencies can:

- Arise with or without warning
- Cause or threaten death, injury or serious disruption to normal life
- Affect more people than can be dealt with under normal conditions
- Require special mobilisation and organisation of resources

#### Examples:

- The murder of a user or staff member
- Fatal road traffic collisions, Fatalities or serious injuries on sessions
- Member of staff or pupil suicide
- Community tensions e.g. Major arson attacks
- Severe weather damage
- Missing child or young person
- A fatal accident involving a user or staff member

**If an event or incident falls under one or more of the above definitions or examples it is likely to require a planned emergency response.**

### Disruption

Definition: Not all incidents are emergencies, a disruptive challenge is an incident which:

- Results in an interruption to the delivery of key services
- Requires the organisation to respond in a manner outside of its normal day to day procedures

#### Causes of disruptions:

- Industrial action
- Sickness or Severe weather
- Utility failure
- Supply chain issues

The primary aim of Business Continuity Planning (BCP) is to ensure that unless there is an overwhelming pressure caused by the disruption, the organisation remains open and normal routines and sessions are maintained as far as possible. It is important to develop strategies or alternative ways of working that allow this to happen, considering the circumstances of the incident and level of response required.

## Incident Team management Guide

Role	Tasks and responsibilities in an emergency or disruption	Staff Name
Incident Team lead (Senior team)	<p>Strategic Role</p> <ul style="list-style-type: none"> <li>• Chair of Incident Management Team</li> <li>• Delegate Log keeper from the wider senior team</li> <li>• Ensure business - wide continuity.</li> <li>• Receive information and make decisions</li> <li>• Lead on interviews or assign appropriate staff members e.g Media and Communications Lead.</li> </ul>	
Log Keeper	<p>Maintain incident log (to be recorded on IT system, If IT system is unavailable to use hard copy)</p> <ul style="list-style-type: none"> <li>• Ensure that all key decisions and actions taken in relation to the incident are recorded accurately</li> <li>• Ensure that all other logs such as communications or recovery logs are being maintained</li> </ul>	
Communications and Media lead	<p>Maintain a communications and media log</p> <ul style="list-style-type: none"> <li>• Establish and maintain lines of communication with all stakeholders –</li> <li>• Responsible for social media</li> <li>• Liaise with Council PR and media</li> <li>• Collate information about the incident for press statements</li> </ul>	
Health and Safety Lead	<ul style="list-style-type: none"> <li>• Maintain health and safety log</li> <li>• Responsible for following and distributing any health and safety procedures or advice</li> <li>• Risk assessments</li> <li>• Consider infection control</li> <li>• Complete any accident/incident paperwork and</li> <li>• Manage first aid considerations</li> </ul>	

Safeguarding Lead	<ul style="list-style-type: none"> <li>• Maintain safeguarding log Ensure welfare of all pupils</li> <li>• Coordinate with Police, Family Liaison Officers; Educational Psychologists; Children's Services and any relevant voluntary organisations</li> <li>• DBS checks of temporary staff</li> <li>• Allocate Emotional support for staff using the well-being practitioner available to A4E staff</li> </ul>	
ICT lead	<ul style="list-style-type: none"> <li>• Maintain ICT log</li> <li>• Ensure resilience and recovery of the organisations ICT infrastructure</li> <li>• Liaise with or allocate ICT support (Outside organisation)</li> </ul>	
Recovery Lead	<p>Maintain recovery log</p> <ul style="list-style-type: none"> <li>• Lead and report on the organisations recovery process</li> <li>• Facilitate a full debrief</li> <li>• Identify lessons learned as a result of the incident/recovery</li> <li>• Liaise with the plan owner to ensure lessons learned are incorporated into the plan development</li> </ul>	

To ensure the effectiveness of this plan during a real life incident the following training methods will be incorporated into the organisations emergency preparations:

- Emergency planning awareness
- Incorporating Emergency Plan training and awareness raising into inductions and mandatory training for all relevant personnel
- Education and training for specific staff on Business Continuity
- Discussion of real life incidents to improve planning and response
- Regular reviews of risk assessments and staff guidance

## Emergency preparations checklist

<b>ACTION</b>	Page number if applicable	<b>Completed (date/Name)</b>	<b>Reviewed (date/name)</b>	<b>Reviewed (Date/Name)</b>
Management Team: Establish roles				
Establish an Emergency procedure base (example;office, external building)				
Distribute completed plan to copy holders				
Review and update plan: Version control				
Populate emergency contact information				

**Emergency Incident response - This is used for all emergency/disruption incidents listed in but not limited to the 'incident response activation' page ?**

**INCIDENT NAME:** (Death, Accident, severe weather e.t.c.)

**Date:**

	<b>Person responsible</b>	<b>Completed time</b>	<b>Notes</b>
Start incident log			
Contact senior team			
Activation of plan note date and time			
Record of injuries/casualties/names locations			
Liaise with emergency services/regular updates			
Contact parents/carers of young people directly involved			
<b>If loss of staff/staff shortage</b> Identify which staff Timescale of shortage Critical sessions disrupted			
<b>Data loss/breach</b> Contact ICT Support / Internet			

Providers and establish: Timescale of loss Loss of personal/confidential data Back – up offered Critical services disrupted			
Severity of Impact: User groups/vulnerable groups affected Potential security breaches Safeguarding – liaise with Child Protection Officer			
<b>Loss of Key suppliers Partners Third Parties</b>			
Contact Supplier/Partner and Establish: Timescale of loss Critical services disrupted Back-up options - other/new suppliers			
Liaise with relevant services e.g. Emergency services, Local council, Partnership agency, IT company, utility company,			



Convene Emergency/disruption team location/ emergency telephone line			
Alert: (As appropriate) Staff Support staff Contractors			
Allocate and send staff to support if appropriate			
Contact: School organisation County council Children's services Insurance company			
Inform: Parents/carers			
Establish emergency helpline number if applicable			
Transportation			

Business continuity considerations

Ongoing sessions			
Available staff			
Cancellations			
Regular updates: Parents/carers Schools Third party organisations			
Plan for re-opening/return to normality			
Prepare for recovery stage			

Recovery and Support considerations

Voluntary organisations advice and guidance			
Appeals for information			
Funeral attendance/agreement			
Debrief for all involved			
Emotional well-being support for staff involved			

**Session based Emergency Contact sheet**

1. In the event of receiving an emergency call from a staff member out on a session, remember they will be extremely stressed. You need to remain calm and record as much information as possible using the table below:

Time:	Date:
Name of caller: Role:	Session Location:
Number to call back on:	Young person name/s:

<p>Find out What happened: What happened?</p> <p>When did it happen?</p> <p>Who is involved?</p> <p>Type of incident Number of people involved/casualties</p> <p>Location of incident</p> <p>Emergency services present?</p> <p>What support do they need?</p> <p>Number of young people on session:</p> <p>Number of adults on session:</p> <p>Intended Actions of Project Leader and Group (e.g. are they moving to another location)</p>
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### **Business Impact Analysis**

In the event of any business emergency/disruption, there will be an impact on the overall business. The following chart lists the severity of impact to the business and its users.

High                      Medium                      Low                      Extremely low






Disruption/ Emergency	Who is impacted	Nature of impact	Severity Of impact	Current mitigating actions	Recovery to normal business time estimated	Planned future improvements
Death/Loss of Director	Business Staff Users Commissioning agencies	Financial Session Delivery Disruption Emotional distress		Copies of all business document stored and accessible by team manager  Financial access accessible to team manager Access to IT between Director and Manager	Up to 6 weeks	
Death/severe injury to staff	Business Staff Users Commissioning agencies	Session/delivery disruption Emotional distress		Emergency Incident plan activated Available staff to continue service for other session, sessions covered where needed, sessions cancelled for shortest period of time Well-being and emotional support offered to Staff	Up to 4 weeks	
Loss of Key stakeholders, partners or third parties	Business Staff # Users	Loss of income Staff loss		High quality and professional service delivered to Key stakeholders, partners and third parties. Excellent communication with KSH, partners and third parties Consistent regular reviews with KSH, partners and third parties Monthly financial reviews Regular and consistent	Up to 6 months	

				marketing		
Emergency Safeguarding (Missing child/young person/Abduction)	Users Staff	Emotional distress Staff absence		Safeguarding training up to date Safeguarding section in staff supervision Policies up to date and disseminated to all staff Risk assessments of venues/activities Risk assessment of child/young person Emergency contact numbers available to staff	1 week	
Failure of Technology or Loss of Data	Business Staff Users	Inability to contact service user Sensitive data breach		IT professional for recovery Back up data stored in online secure Cloud GDPR to be reviewed and revised regularly Hardware reviewed and replaced when needed	1 week	
Unplanned session cancellation (e.g due to severe weather)	Users	Unable to deliver face to face sessions		House/garden/local area or Virtual sessions to be offered Stakeholders, parameters third parties kept up to date and consulted Parents/carer's consultation and equipment (tablet etc.) delivered to enable virtual sessions	As soon as disruption is over, dependent on cancellation	
Pandemic/ Outbreak of disease	Business Staff Users	Session disruption Staff shortage due to illness		Government guidelines to be followed Session to be delivered within guidelines Senior staff team to update policy and inform all members of staff of safe working practice during a pandemic.	As learnt from the current pandemic A4E were able to offer successful virtual sessions.	

				<p>Other staff to cover virtual sessions, offer duos, group sessions.</p> <p>Local or virtual sessions to be offered</p> <p>Equipment for families to be a minimal barrier to virtual sessions, equipment delivered to enable virtual sessions.</p> <p>Regular staff testing</p> <p>Follow policy and guidance</p>		
Violence or assault on a session	Staff	Emotional distress Absence/Loss of staff member		<p>Relevant training and policies given/available to staff</p> <p>Risk assessments followed</p>	24 hours	
Incidents in the community (Accidents, traffic accidents etc)	Staff Users	Emotional distress Loss of staff member		<p>Risk assessments to be reviewed and updated on a regular basis and disseminated to all staff</p> <p>Policies and procedure guidance to be disseminated to all staff and followed</p> <p>Off site site risk assessments</p>	24/48 hours	

**Recovery Phase:**

Recovery: Short and Long Term The purpose of the recovery and return to 'business as usual' phase is to resume normal working practices for Angling4Education as quickly as possible, therefore planning for recovery will be initiated by the SMT as soon as it is practically possible during the incident. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. virtual sessions. An action plan needs to be agreed for this final phase of the incident response. The following issues need to be considered as part of the action plan:

- the ongoing safety, health and wellbeing needs of the staff and users
- the environment and physical infrastructure
- the financial and economic recovery of the business
- communication strategies
- the longer term impacts e.g. anniversaries, memorial services and VIP visits,
- learning lessons from the incident to inform the future development of the business continuity plan.

Action	Further info/details	Responsible?	Complete	
Recovery Agree and plan the actions required to enable recovery and return to normality	Agree actions dependant on the nature of the incident. Set timescales with responsibility for completion clearly indicated. Use Recovery Log, on the following page			
Long Term Support Respond to any ongoing and long term support needs of staff and service users	Voluntary organisation support Additional support from staff Bereavement Services Literature/advice on available help Staff well-being package			
Communication Once recovery actions are complete, communicate the return to 'business as usual'.	How? Who? When?			

Debrief Carry out a 'debrief' of the incident with staff (and possibly with service users).	Carry out a full incident debrief Document any improvements to be made and any lessons learned			
Plan Review Review this Emergency and Business Continuity Plan in light of lessons learned from the incident and the response to it.	Implement recommendations for improvement and update this plan. Produce revised version of the plan Ensure all School Incident Management Team members and relevant personnel are aware of the changes			

**Recovery Log Sheet**



Action	Person responsible	Completed Time/Date

**Debrief and Lessons Learned**

A debrief is a review that is carried out following an incident when all persons involved can be present. The debrief will ideally be arranged as soon as possible by the Incident Lead to get an accurate and reliable account of what happened and to allow for important lessons to be identified.

1. The person co-ordinating the incident needs to attend as well as key members of the incident team.
2. Appoint a facilitator, ideally someone who was not closely involved in the incident who can ask questions from an independent and non-biased perspective. The facilitator should be briefed to allow them to delve in more depth into key positives and criticisms.
3. Go through the incident response step by step. Revisit the emergency plan and identify any deviation from plan. What changed and why?
4. Ask for specific feedback on a series of headings based on the key issues / areas for example:
  - Procedures
  - Communication
  - Liaison
  - Finance
  - Public Relations
  - Health and Safety
  - Resources

The key questions to address are:

What went well?

What didn't go so well?

What would we do if we were in the same situation again?

5. Complete a report to document recommendations and opportunities for improvement and any lessons identified. It is important that the Director takes ownership of the report to ensure that any actions are taken forward.
7. Feedback any suggestions regarding the plan format