



Action Community Enterprises CIC (ACE)

Business Continuity Management Plan

Detailing arrangements for:

Incident Management

Business Continuity

Recovery and Resumption of Normal ACE Activities



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Policy holder:	Lou Gardiner
Approval board:	ACE Board of Directors
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1.0 About this Plan

1.1 Plan Purpose

To provide a flexible response so that ACE can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

1.2 Plan Remit

The following essential functions and statutory duties of Action Community Enterprises CIC are covered by this Plan:

- Teaching, administration, project work, holiday clubs etc

The following sites are covered by this Plan:

- Viking House, Dewing Road, Rackheath Industrial Estate, Norwich NR13 6PS
- 16-18 Alpha Road, Gorleston, Gt Yarmouth NR31 0LQ

1.3 Plan Owner

The CEO is this Plan's Owner and responsible for ensuring that it is maintained, exercised and updated.

1.4 Plan Distribution

This Business Continuity Plan is distributed to Senior Management Team and relevant staff.

1.5 Plan Storage

All parties on the distribution list, see above, are required to safely and confidentially store a copy of this plan at their regular place of work **and** off-site i.e. at home/ in vehicles (if appropriate) / in grab bags.

1.6 Plan Review Schedule

This Plan will be updated as required and formally reviewed in line with ACE's review timetable. The plan will be reviewed annually or when required.

2.0 Plan Activation

2.1 Circumstances

This Plan will be activated in response to an incident causing significant disruption to the business, particularly the delivery of key/critical activities.

Examples of circumstances triggering activation of this plan include:

- Loss of key staff or skills e.g. above normal levels of absenteeism due to illness or other scenarios such as severe weather or transport disruption.
- Loss of critical systems e.g. ICT failure, power outage
- Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency with a site in the Emergency Service's cordon preventing access, facilities in use for General/Local Elections, severe weather scenarios or utilities failure
- Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical business activity such as any providers of transport e.g. for SEND pupils

2.2 Responsibility for Plan Activation

A member of the nominated ACE Incident Management Team will normally activate and stand down this Plan.

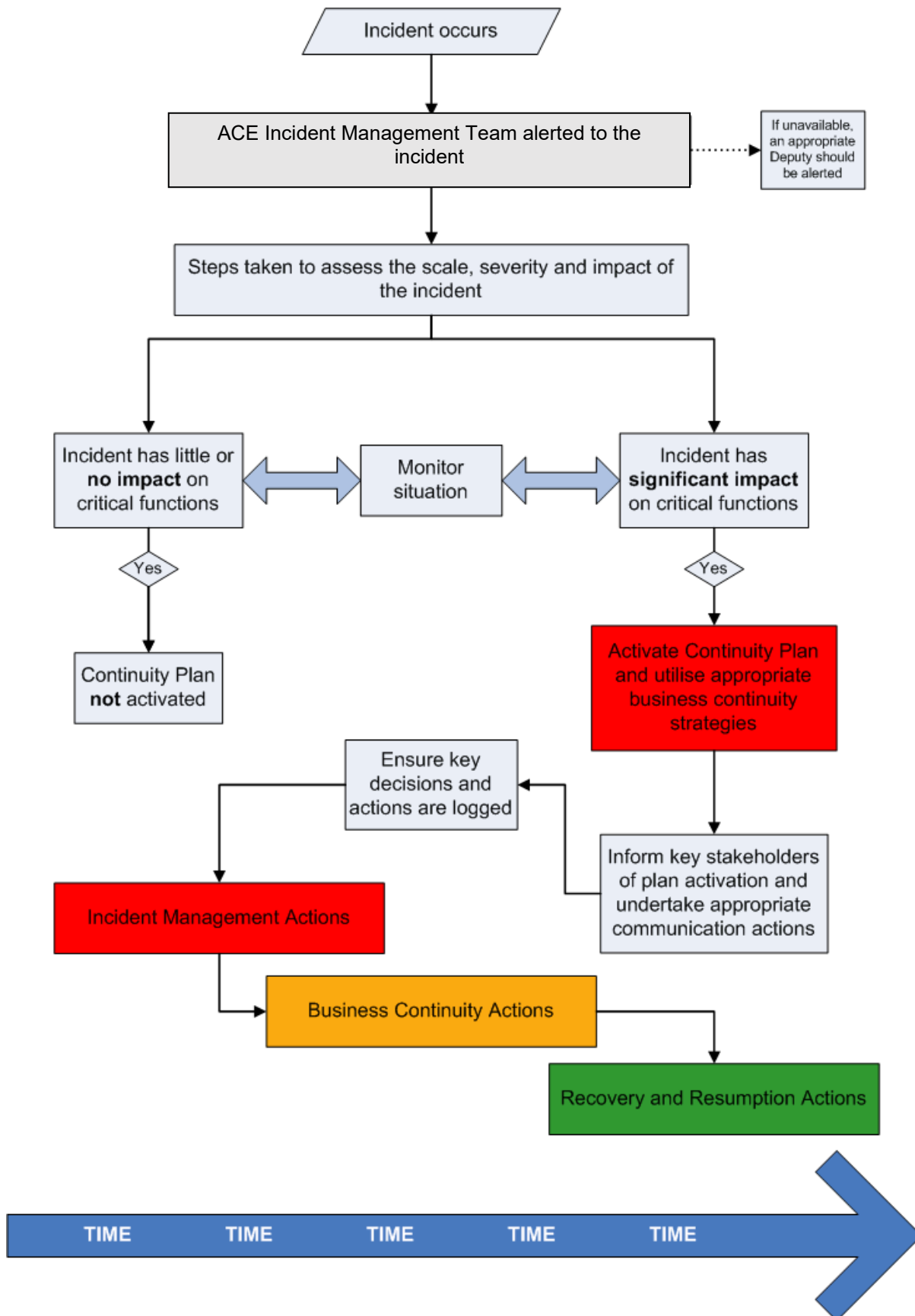
2.3 Escalating a Serious Incident

All serious incidents should be reported to: Lauren Gardiner, Managing Director

If the incident is deemed to be of a 'critical' nature, the Critical Incident Plan will be activated

All incidents affecting the physical infrastructure of the building should be reported to the individual landlord dependant on site and any other partner agencies as required.

2.4 Activation Process



3.0 Roles and Responsibilities

3.1 ACE Incident Management Team

Role	Responsibilities	Accountability / Authority
CEO	<ul style="list-style-type: none">▪ Senior responsible owner of Business Continuity Management within ACE.▪ Ensuring ACE has capacity within it's structure to respond to incidents▪ Determining ACE's overall response and recovery strategy	Board Members
Managing Director	<ul style="list-style-type: none">▪ Business Continuity Plan development▪ Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc▪ Involving the ACE community in the planning process as appropriate▪ Plan testing and exercise▪ Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved▪ Training staff within the ACE on Business Continuity▪ Embedding a culture of resilience within ACE, involving stakeholders as required	Managing Director reports directly into the CEO
ACE Incident Management Team <i>(including CEO & Managing Director)</i>	<ul style="list-style-type: none">▪ Leading the ACE's initial and ongoing response to an incident▪ Declaring that an 'incident' is taking place▪ Activating the Business Continuity Plan▪ Notifying relevant stakeholders of the incident, plan activation and ongoing response actions▪ Providing direction and leadership for the whole ACE community▪ Undertaking response and communication actions as agreed in the plan▪ Prioritising the recovery of key activities disrupted by the incident▪ Managing resource deployment▪ Welfare of learners and participants▪ Staff welfare and employment issues	The ACE Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

The following Staff have been identified as the ACE Incident Management Team:

Name	Role	Contact Details (delete/amend as necessary)
Lou Gardiner	CEO	Mobile Number: 07833631961 Email Address: lou.gardiner@ace-project.org.uk
Lauren Gardiner	Managing Director	Mobile Number: 07780112430 Email Address: lauren@ace-project.org.uk
Cindy Wager	Head of Finance	Mobile Number: 07876197465 Email Address: finance@ace-project.org.uk
Danielle Lindoff	General Manager	Mobile Number: 07786678248 Email Address: dani@ace-project.org.uk
John Sculfor	Health & Safety Officer	Mobile Number: 07554728586 Email Address: john@ace-project.org.uk

3.2 Additional Response and Recovery Roles

Depending on the circumstances of the incident, it may be necessary to activate one or all of the roles described below.

Role	Responsibilities	Accountability / Authority
Incident Loggist (Head of Finance)	<ul style="list-style-type: none"> Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately 	Reporting directly to the CEO or ACE Incident Management Team.
Managing Director	<ul style="list-style-type: none"> Collating information about the incident for dissemination in Press Statements 	
Stakeholder Liaison (Managing Director/General Manager)	<ul style="list-style-type: none"> Co-ordinating communication with key stakeholders as necessary. This includes: <ul style="list-style-type: none"> Board Members Parents/Carers Project Participants Partner Colleges Commissioning Service External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc 	All communications activities should be agreed by the ACE Incident Management Team. Information sharing should be approved by the CEO.
Health & Safety Officer	<ul style="list-style-type: none"> Undertaking duties as necessary to ensure site security and safety in an incident 	Reporting directly to the CEO or ACE Incident Management Team.

	<ul style="list-style-type: none"> ▪ Liaison with the Landlord to advise on any issues relating to building physical infrastructure ▪ Lead point of contact for any Contractors who may be involved in incident response 	
ICT Coordinators (Managing Director/Anglia Internet)	<ul style="list-style-type: none"> ▪ Ensuring the resilience of the ACE's ICT infrastructure ▪ Liaison with the Anglia Internet for ICT support. ▪ Work with the Anglia Internet to develop proportionate risk responses 	In response to an incident, reporting to the ACE Incident Management Team.
Recovery Coordinator (General Manager)	<ul style="list-style-type: none"> ▪ Leading and reporting on ACE's recovery process ▪ Identifying lessons as a result of the incident ▪ Liaison with Managing Director to ensure lessons are incorporated into the plan development 	Focussed on leading the recovery and resumption phase Reports directly to CEO.

The following staff of ACE have been identified as people who may be able to undertake additional roles in your response to an incident:

Name	Role	Contact Details
Cheryl Ford	Reception/Admin	Mobile Number: 07917274028 Email Address: cheryl@ace-project.org.uk
Lisa South	Reception/Admin	Mobile Number: 07882025913 Email Address: lisa@ace-project.org.uk

3.3 The Role of Board Members

Role	Responsibilities	Accountability / Authority
Board Members	<ul style="list-style-type: none">▪ Working in partnership with the CEO to provide strategic direction in planning for and responding to disruptive incidents▪ Undertaking actions as required to support the CEO's response to a disruptive incident and subsequent recovery▪ Acting as a 'critical friend' to ensure that the ACE Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable▪ Monitoring and evaluating overall performance in developing ACE's Resilience and reporting to Parents/Carers	Liaison with the CEO or ACE Incident Management Team in response to a crisis.

4.0 Incident Management

Turn immediately to Section 5.0 for pre-planned incidents or slowly developing scenarios that are not 'no notice' emergencies but have the potential to disrupt ACE activities e.g. computer virus, flu pandemics, a pre - planned strike, forecast for heavy snow or a power outage etc

4.1 Purpose of the Incident Management Phase

The purpose and priorities for this phase are to:

- Protect the safety and welfare of learners, project participants, staff, visitors and the wider community
- Protect vital assets e.g. equipment, data, reputation
- Ensure urgent and necessary communication takes place
- Support the Business Continuity phase
- Support the Recovery and Resumption phase

4.2 Incident Management Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	Make a <i>quick</i> initial assessment: <ul style="list-style-type: none">▪ Survey the scene▪ Assess (i.e. scale/severity, duration & impact)▪ Disseminate information (to others)	Gather and share information to facilitate decision-making and enhance the response <i>A full impact assessment form can be found in Appendix A</i>	<input type="checkbox"/>
2.	Call the Emergency Services (as appropriate)	TEL: 999 Provide as much information about the incident as possible	<input type="checkbox"/>
3.	<ul style="list-style-type: none">▪ Evacuate the building, if necessary.▪ Consider whether it may be safer or better for the welfare of learners and project participants to stay within the ACE premises and congregate at a relative place of safety indoors.▪ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical ACE activities▪ Notify relevant stakeholders of site evacuation	<ul style="list-style-type: none">▪ Use normal ACE fire evacuation procedures▪ Consider arrangements for staff/learners with special needs▪ If the decision is to stay on site, ensure the assembly point is safe and take advice from Emergency Services as appropriate	<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
4.	Ensure all Learners, Project participants, Staff and any Visitors report to the identified Assembly Point.	The Assembly points for the sites are: Rackheath – Middle Yard Gt Yarmouth – End of Car Park	<input type="checkbox"/>
5.	Check that all Pupils, Project participants, Staff, Contractors and any Visitors have been evacuated from the building and are present. Consider the safety of all learners, project participants, staff, contractors and Visitors as a priority	Learners – registers Staff/Visitors - signing in/out system Project participants – Signing in/out system	<input type="checkbox"/>
6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	<input type="checkbox"/>
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	<input type="checkbox"/>
8.	Confirm ACE Incident Management Team to undertake specific emergency response roles	<i>Information on roles and responsibilities can be found in Section 3.0</i>	<input type="checkbox"/>
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	<i>The Log template can be found in Appendix A</i>	<input type="checkbox"/>
10.	Where appropriate, record names and details of any learners, project participants, staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping	This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident	<input type="checkbox"/>
11.	<ul style="list-style-type: none"> Take further steps to assess the impact of the incident Agree response / next steps 	Continue to record key decisions and actions in the incident log <i>The impact assessment form can be found in Appendix B.</i>	<input type="checkbox"/>
12.	Log details of all items lost by Learners, Project Participants, Pupils, Staff, Visitors etc as a result of the incident, if appropriate	<i>A form for recording this information is in Appendix C</i>	<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
13.	Consider the involvement of other Teams, Services or Organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance	Depending on the incident, the following partners may be approached to assist with incident management: <ul style="list-style-type: none"> ▪ Anglia Internet ▪ Individual Landlords ▪ Partner Colleges ▪ Commissioning Schools ▪ DWP &Project Partners 	<input type="checkbox"/>
14.	Assess the key priorities for the remainder of the working day and take relevant action	Consider actions to ensure the health, safety and well-being of the ACE at all times. Consider business continuity strategies i.e. alternative ways of working, re-location to alternative site etc to ensure the impact of the disruption is minimised. <i>Business Continuity Strategies are documented in Section 5.3</i>	<input type="checkbox"/>
15.	Ensure Staff are kept informed about what is required of them	Consider: <ul style="list-style-type: none"> ▪ what actions are required ▪ where staff will be located ▪ Notifying Staff who are not currently in work with details of the incident and actions undertaken in response 	<input type="checkbox"/>
16.	Ensure Learners and Project Participants are kept informed as appropriate to the circumstances of the incident	Consider communication strategies and additional support for pupils with special needs. Consider the notification of pupils not currently on site. Use email, and text database to contact all service users.	<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
17.	Ensure Parents/Carers are kept informed as appropriate to the circumstances of the incident. Parents/carers of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date.	Agree arrangements for parents/carers collecting pupils at an appropriate time Consider how emergency communication needs will be established e.g. phone lines, answer machine message, website update	<input type="checkbox"/>
18.	Ensure Board Members are kept informed as appropriate to the circumstances of the incident	Head of Finance to notify and update Board Members on the incident at frequency agreed with CEO	<input type="checkbox"/>
19.	Communicate the interim arrangements for delivery of critical ACE activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate Update on website, email/telephone contact as considered appropriate at time	<input type="checkbox"/>
20.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident <i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
21.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance Policy details can be found on the server U Drive/Policies/Insurance Docs (backed up by Anglia Internet if not computer access available on site.	<input type="checkbox"/>
22.	Ensure recording process in place for staff/learners/project participants/visitors leaving the site	Ensure the safety of staff/learners/project participants/visitors before they leave site and identify suitable support and risk control measures as required	<input type="checkbox"/>

5.0 Business Continuity

5.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption. This may involve activation one or more of your business continuity strategies to enable alternative ways of working. During an incident it is unlikely that you will have all of your resources available to you, it is therefore likely that some 'non critical' activities may need to be suspended at this time.

5.2 Business Continuity Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	Identify any other stakeholders required to be involved in the Business Continuity response	Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities, this may require the involvement of external partners	<input type="checkbox"/>
2.	Evaluate the impact of the incident	<p>Take time to understand the impact of the incident on 'business as usual' ACE activities by communicating with key stakeholders to gather information.</p> <p>Consider the following questions:</p> <ul style="list-style-type: none">▪ Which ACE activities are disrupted?▪ What is the impact over time if these activities do not continue?▪ Would the impact be:<ul style="list-style-type: none">○ Manageable? <input type="checkbox"/>○ Disruptive? <input type="checkbox"/>○ Critical? <input type="checkbox"/>○ Disastrous? <input type="checkbox"/>▪ What are current staffing levels?▪ Are there any key milestones or critical activity deadlines approaching?▪ What are your recovery time objectives?▪ What resources are required to recover critical activities?	<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
3.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3)	Consider: <ul style="list-style-type: none"> ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement Produce an action plan for this phase of response.	<input type="checkbox"/>
4.	Log all decisions and actions, including what you decide not to do and include your decision making rationale	Use the Decision and Action Log to do this. <i>The log template can be found in Appendix A</i>	<input type="checkbox"/>
5.	Log all financial expenditure incurred	<i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
6.	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	<input type="checkbox"/>
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	<input type="checkbox"/>
8.	Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Learners, Parents/Carers, Project Participants, Board Members, Suppliers, Partner Colleges, Commissioning Schools, Project Partners, DWP	<input type="checkbox"/>

5.3 Business Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Use of temporary/agency staff	Managing Director Head of Finance
2.	Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities, this may involve identifying deputies, job shadowing, succession planning and handover periods for planned (already known) staff absence e.g. maternity leave	Staff Training Managing Director

3.	Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> • Larger class sizes • Use of Teaching Assistants, Student Teachers, Learning Mentors etc • Virtual Learning Environment opportunities • Pre-prepared educational materials that allow for independent learning • Team activities to accommodate larger numbers of pupils at once 	Managing Director and General Manager
4.	Suspending 'non critical' activities and focusing on your priorities	Senior Management Team
5.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	Managing Director Head of Finance

	Arrangements to manage denial of access to your premises or loss of utilities	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Investigate possibility of temporary use of other premises in the community i.e. Libraries, Leisure Centres, Colleges, Job Centre	Senior Management Team
2.	Virtual Learning Environment opportunities	Senior Management Team to lead staff implementation of virtual learning arrangements.
3.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the ACE premises portfolio	Senior Management Team

	Arrangements to manage loss of technology / telephony / data / power	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Back-ups of all ACE data off site (Anglia Internet)	Managing Director/Anglia Internet
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc	General Manager/Admin Support
3.	Flexible lesson plans	General Manger
4.	Emergency generator e.g. Uninterruptible Power Supply (UPS)	Managing Director/Health & Safety Officer
5.	Emergency lighting	Managing Director/Health & Safety Officer

	Arrangements to mitigate the loss of key suppliers, third parties or partners.	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Identify alternative suppliers	Managing Director/Head of Finance/Admin Support Staff
2.	Ensuring all external providers have business continuity plans in place as part of contract terms	Head of Finance
3.	Insurance cover	Head of Finance
4.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	Senior Management Team

6.0 Recovery and Resumption

6.1 Purpose of the Recovery and Resumption Phase

The purpose of the recovery and resumption phase is to resume 'business as usual' working practises for the School as quickly as possible. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. from a different location.

6.2 Recovery and Resumption Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	Agree and plan the actions required to enable recovery and resumption of normal working practises	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.	<input type="checkbox"/>
2.	Respond to any ongoing and long term support needs of Staff, Learners and Project Participant's	Depending on the nature of the incident, the ACE Incident Management Team may need to consider the use of Counselling Services	<input type="checkbox"/>
3.	Once recovery and resumption actions are complete, communicate the return to 'business as usual'.	Ensure all staff are aware that the business continuity plan is no longer in effect. Website/email	<input type="checkbox"/>
4.	Carry out a 'debrief' of the incident with Staff. Complete a report to document opportunities for improvement and any lessons identified	Incident de-brief report should be reviewed by the CEO/Managing Director/ Board Members to ensure key actions resulting from the incident are implemented within designated timescales.	<input type="checkbox"/>
5.	Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan is read by all appropriate staff	<input type="checkbox"/>

7.0 Appendices

	Content	Page No.
A	Log Template	
B	Impact Assessment Form	
C	Lost Property Form	
D	Financial Expenditure Log	
E	Contents of Emergency Box / 'Grab bag'	
F	Risk Identification, Evaluation and Management Matrix	
G	Incident Management Decision-Making Tool	
H	Staff Contact List	
I	Key Contacts List	

[illegible]

Impact Assessment Form			
Completed By		Incident	
Date		Time	

Question	Logged Response
How were you made aware of the incident?	
What is the nature of the incident? (e.g. type, location & severity)	
Are there any casualties or fatalities? (Complete casualty / fatality sheets if needed)	
Have the Emergency Services been called?	
Is the incident currently affecting ACE activities? If so, which areas?	
What is the estimated duration of the incident?	
What is the actual or threatened loss of workforce?	Over 50% <input type="checkbox"/>
	20 – 50% <input type="checkbox"/>
	1 – 20% <input type="checkbox"/>
Has access to the whole site been denied? If so, for how long? (provide estimate if not known)	
Which work areas have been destroyed, damaged or made unusable?	
Is there evidence of structural damage?	
Which work areas are inaccessible but intact?	

Question	Logged Response
Are systems and other resources unavailable? (include computer systems, telecoms, other assets)	
If so, which staff are affected by the ICT disruption and how?	
Have any utilities (gas, electricity or water) been affected?	
Is there media interest in the incident? (likely or actual)	
Does the incident have the potential to damage the ACE's reputation?	
Other Relevant Information	

Lost Property Form			
Completed By		Incident	
Date		Time	

[illegible]

Appendix D

Financial Expenditure Log			
Completed By		Incident	
Date		Time	

[illegible]

CONTENTS OF EMERGENCY BOX / 'GRAB BAG'

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Board Members, Staff, Partner Colleges, Commissioning Schools, Project Partners Suppliers etc
Organisational Information	Staff Handbook (policies and procedures)*
	ACE branding material and stationery *
	ACE logo *
	Other key documents *
Financial Information	Bank, insurance details, Payroll etc *
	Invoices, purchase orders, etc *
	Financial procedures *
	Assets Register and Insurance Policy *
Staff Information	Staff contact details
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes *
	Office telephone list (for phone divert)
	Back-up rota and data restoration routine *
Equipment and other items	First Aid Kit
	Portable radio (plus spare batteries)
	Wind up LED torch
	Back-up drive for server (Norwich only)
	Laptop with wireless connection (<i>All Leads have Laptops</i>)
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Hazard barrier tape
	Bank Card (CEO/MD/HoF have cards)
	Contact details for taxi / transport providers
	Site Floor Plans
	Spare keys (Key holders have keys)
	Whistle / megaphones
	High visibility jacket

*Anglian Internet have access to back ups of all items marked with *
MD & HoF to liaise with Anglian Internet as required

IDENTIFYING, EVALUATING AND MANAGING RISKS

GUIDANCE FOR COMPLETING THE RISK MATRIX:

LEGEND	
I	Impact
P	Probability
I x P	Risk Rating

To establish your risk rating, it is necessary to multiply the perceived consequence (or impact) of the risk (score 1 - 5) with the perceived likelihood (or probability) of that risk occurring (score 1-5). Please see tables below for guidance on risk rating scores.


Impact (or Consequence)	
Description	Indicators
5 (Major)	The risk has a major impact if realised
4 (Significant)	The risk has a significant impact if realised
3 (Moderate)	The risk has a moderate impact if realised
2 (Minor)	The risk has a minor impact if realised
1 (No consequence)	The risk has no consequence impact if realised

Probability (or Likelihood)	
Description	Indicators
5 (Very Likely)	The risk will emerge
4 (Likely)	The risk should emerge
3 (Unlikely)	The risk could emerge
2 (Very Unlikely)	The risk is unlikely to emerge
1 (Impossible)	The risk will not emerge

Score	Risk Description	Action Required
25	Extreme Risk	<ul style="list-style-type: none"> Immediate escalation to CEO or Managing Director for risk control activities
20 - 15	High Risk	<ul style="list-style-type: none"> Risk to be actively managed with appropriate risk control activities
12 - 6	Medium Risk	<ul style="list-style-type: none"> Take appropriate action to manage the risk
5 and below	Low Risk	<ul style="list-style-type: none"> Risk to be removed from register with monitoring activity to assess changes in risk rating

Example ACE Risk Assessment (partially complete)

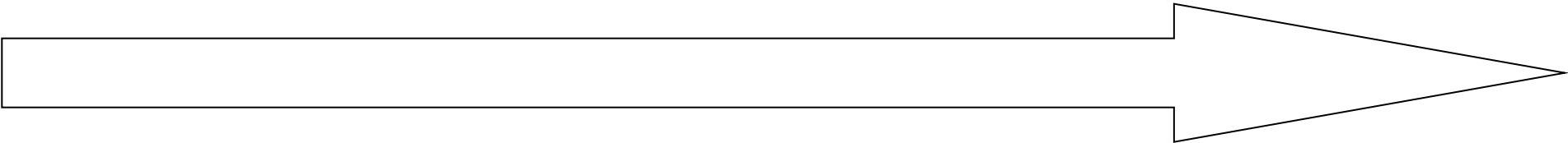
	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.	Pandemic or epidemic e.g. influenza virus, meningitis.	4	3	12	<ul style="list-style-type: none"> Staff absenteeism policy Use of Agency Staff 	Pre-prepared Teaching packs for Virtual Learning Environment	CEO MD GM H of F
2.	Severe weather events e.g. high winds, snow, heat wave, drought	3	3	9	<ul style="list-style-type: none"> Staying informed of the weather forecast and warnings Secure outdoor structures including green houses and sheds Ensure you have access to emergency box 	<ul style="list-style-type: none"> Plan for evacuation if needed 	MD GM H & S Officer
3.	Power outage	2	3	6	<ul style="list-style-type: none"> Ensure you have utility connection details Ensure emergency lighting is regularly checked 	<ul style="list-style-type: none"> Consider back up battery supply Consider surge protection for electrical equipment 	MD GM H&S Officer
4.	Utilities disruption e.g. gas, electricity or water supply	3	2	6	<ul style="list-style-type: none"> Consider back up power and heating sources Be aware of electric, water and gas shut off points. Stay informed by the power companies. 	<ul style="list-style-type: none"> Identify risk pointers to mitigate disruptions. 	MD GM H&S Officer
5.	Telephony failure	2	2	4	<ul style="list-style-type: none"> Access call forwarding to mobiles. Activate an automatic message for incoming calls 	<ul style="list-style-type: none"> Test and review back up system 	MD GM H of F

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
6.	Fire affecting the premises	4	2	8	<ul style="list-style-type: none"> Access the fire risk assessment document Ensure fire reduction are in place 	<ul style="list-style-type: none"> Undertake fire safety training Practice fire evacuation procedures 	MD GM H&S Officer
7.	Widespread or localised flooding	3	2	6	<ul style="list-style-type: none"> Access any flood warning systems Understand all flood risks 		MD GM H&S Officer
8.	Mass staff absence e.g. industrial strikes, lottery syndicate	2	2	4	<ul style="list-style-type: none"> Follow the school; sickness guidance.  Guidance_on_infection_control_in_schools.pdf Have sickness communication protocol for reporting sickness Have access to supply staff, agency contact details for cover 	<ul style="list-style-type: none"> Plan for business closure due to sickness Plan for classes, session or workshops to be cancelled due to sickness 	CEO MD H of F GM
9.	Transport disruption	2	3	6	<ul style="list-style-type: none"> Identify issues causing disruption. 		CEO MD H of F
10.	Violent extremist activity on School premises	2	2	4	<ul style="list-style-type: none"> Ensure staff have Prevent training Foster a culture of respect 		CEO MD GM H of F
11.	Local hazards in the area e.g. School proximity to	1	2	2	<ul style="list-style-type: none"> Identify local news and 		CEO

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
	airport, railway line, tram line, motorways, industrial sites etc				emergency response channels for information		MD H of F
12.	Civil Disruption – Riot caused by many political issues.	2	2	4	<ul style="list-style-type: none"> Identify local news and emergency response channels for information 		CEO MD H of F
13.	External Influences – Industrial action by the Emergency Services, supply chain problems, H&S Intervention such as contamination.	3	2	6	<ul style="list-style-type: none"> Identify local news and emergency response channels for information 		CEO MD H of F H&S Officer
14.	Loss of Income – of revenue or grants, fraud or corruption.	2	2	4	<ul style="list-style-type: none"> Have financial processes in place to safeguard against loss of income and fraud. 	<ul style="list-style-type: none"> Keep abreast of tender and grant funding platforms Network with funding decision makers 	CEO MD H of F
15.							

Critical Incident Decision-Making Tool

Information	Issues	Ideas	Actions
<i>What do you know/what do you not know?</i>	<i>What are the problem/issues arising from that piece of information</i>	<i>What are the ideas for solving the issues/problems?</i>	<i>What are you going to do? What are you not going to do? Who is responsible? What are the timelines?</i>



STAFF CONTACT LIST

[illegible]

KEY CONTACTS LIST

CONTACT	TELEPHONE NUMBER
Internal Contacts	
CEO	07833681961
Managing Director	07780112430
Head of Finance	07876197465
Health & Safety Officer	07554728586
Managing Director	07786678248
Board Members:-	
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John Sculfor	john@ace-project.org.uk
Andrew Peel	andrewd.peel@yahoo.co.uk
Alex Duran	ad@saxonair.com
Amy Segon	amz-21@hotmail.com
Other Local Contacts	
Police/ Fire & Rescue Services	999
Hospital – nearest A&E	Norfolk & Norwich Hospital 01603 286286 James Paget Hospital 01493 452200
Local BBC Radio	01603 619331
Norfolk Community Health and Care NHS Trust	01603 272272
Public Health England	0300 555 0114
Meningitis freephone number	080 8800 3344
Other Useful Contacts	
Landlord Rackheath:- Eastern Industrial Cladding Ltd	01603 782800
Landlord Gt Yarmouth:- Great Yarmouth Warehousing Company	01493 852411
IT Support – Anglia Internet	01603 400200