

Leeds and Broomfield C of E Primary School



School Emergency Management and Business Continuity Plan

School Address	Lower Street Leeds Maidstone Kent ME17 1RL	
School Contact Number	01622 861398	
Plan Administration		
Version number	8	
Date of issue	May 2026 (Noted at Fed GB 20 May 2025)	
Electronic copies of this plan are available from	School Office Executive Headteacher	
Hard copies of this plan are available from	School Office Executive Headteacher	
Location of emergency grab bag	School Office	
Date of next review	May 2026	
Person responsible for review	Emma Hickling / Fiona Steer	
Plan Distribution		
Name	Role	Issue Date
Miss E Hickling	Executive Headteacher	May 2025
Mrs F Steer	Head of School	May 2025

Leeds and Broomfield C of E Primary School is part of the Aspire Federation consisting of Kingswood, Ulcombe CE and Leeds & Broomfield CE Primary Schools

This plan is protected and confidential. Do not give any contact details or sensitive information to the media, pupils, parents/carers or members of the public.

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SECTION 1 – INTRODUCTION

1.1 Aims and Objectives

To provide a flexible response to an emergency or disruptive incident so that Leeds & Broomfield Primary School can:

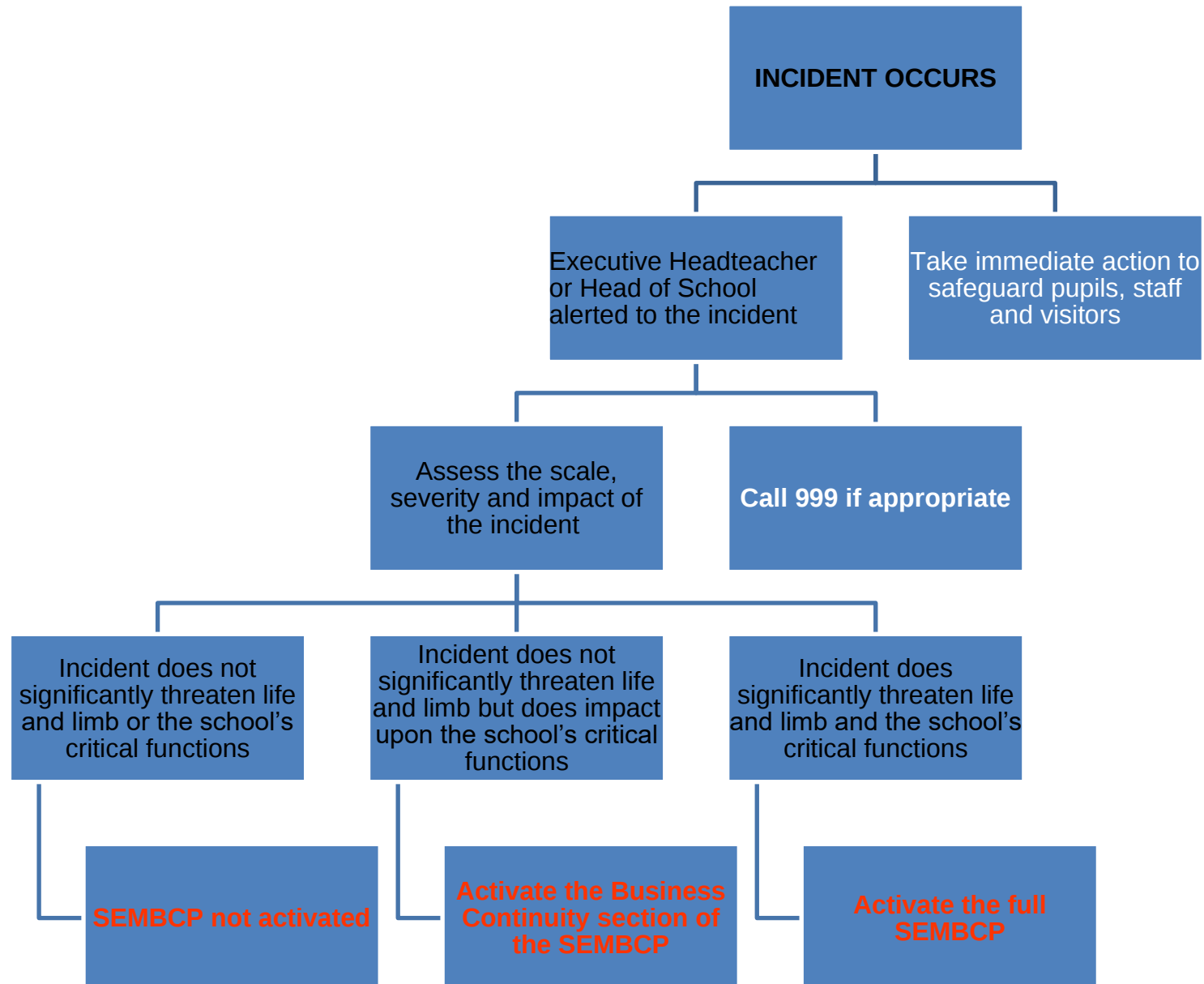
- minimise the impact of an emergency or major incident,
- ensure that the emergency incident is communicated quickly and clearly to supporting agencies and partners, enabling support arrangements to be rapidly activated,
- maintain high standards of welfare and duty of care arrangements for pupils, staff and carers,
- ensure that decision making and actions during the emergency situation are properly recorded,
- to minimise educational and administrative disruption within a school,
- to facilitate the return to normal working arrangements at the earliest time.

1.2 Scope of the Plan

This plan is designed to allow schools to cope in a wide range of emergencies, including those occurring:

- within the school during the school day,
- to the school outside of school hours,
- on school trips and journeys,
- to pupils on the way to or from school,
- from events immediately outside the school gates,
- from events that adversely affect an area wider than the school itself.

SECTION 2 – ACTIVATION TRIGGERS AND INITIAL ACTION



SECTION 3 – CONTACT DETAILS

3.1 School Emergency Management Team			
Name & Title	24hr Telephone Contact	Email	Address
Miss Emma Hickling <i>Executive Headteacher</i>	07915085543	exechead@aspire-kent.org.uk	38 Broadview Cl Bridgefield Kingsnorth Ashford TN25 7AQ
Pamela (Annie) Allum <i>Chair of Governors</i>	07999724111	aallumm@aspire-kent.org.uk	Liverton Hill Grafty Green Kent ME172AL
Mrs Fiona Steer <i>Head of School</i>	07796447027	fsteer@aspire-kent.org.uk	Misteltoe, Hewitts Place, Ashford, TN24 0AH

3.2 Local Authority			
Name & Title	24hrContact	Email	Address
Nicholas Abrahams Area Education Officer	03000 41 71 47	nicholas.abrahams@kent.gov.uk PA to AEO is Emma O'Connor emma.oconnor@kent.gov.uk	West Kent
Duty Emergency Planning Officer	01622 221 321	emergency.planning@kent.gov.uk	County Emergency Centre, 4 th Floor, Invicta House, Maidstone KENT
Contact Centre	08458 247 247		

3.3 Stakeholders and Extended Services			
Name & Title	24hr Contact	Email	Address
Pauline Wakefield <i>General Manager</i>	07880703854	pwakefield@caterlinkltd.co.uk	Caterlink Hop House, Lower Green Road, Pembury, Tunbridge Wells Kent TN2 4HS

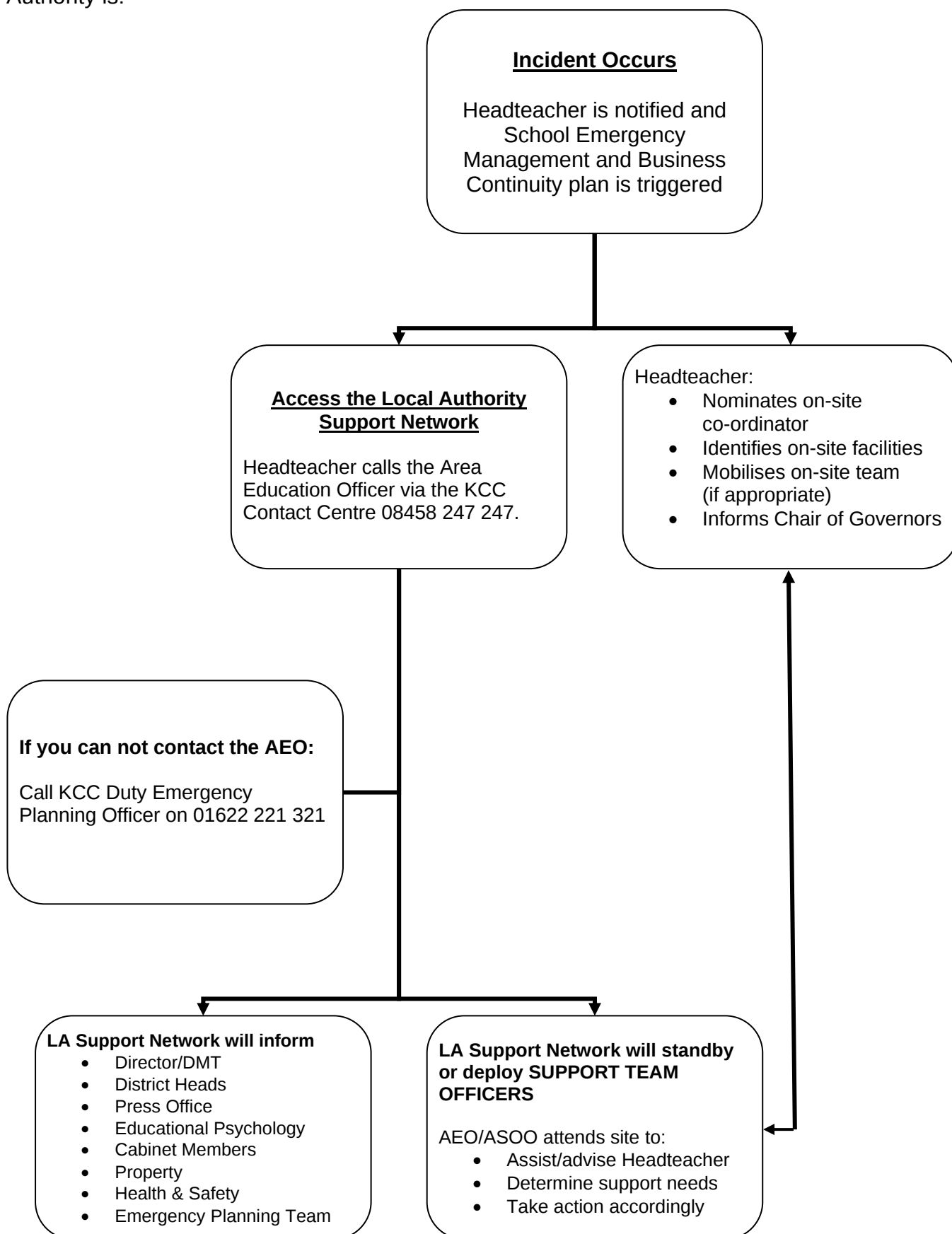
3.4 Other School Staff – See emergency communication plan			
Name & Title	24hr Telephone Contact	Email	Address
Margaret Foster	07754794158	office@leedsandbroomfieldkent.org.uk	

Christopher steer Caretaker	07359655392	csteer@aspire-kent.org.uk	Mistletoe, Hewitts place, ashford TN24 oAH
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3.5 Other Organisations			
Name & Title	24hr Telephone Contact	Email	Address

SECTION 4 – LOCAL AUTHORITY SUPPORT NETWORK

In the event of a school related emergency the proposed arrangement with the Local Authority is:



SECTION 5 – ROLES AND RESPONSIBILITIES

The following checklist is provided to assist the School Emergency Management Team to carry out their roles and responsibilities once the SEMBCP has been activated. These checklists are a general guide, further actions may be required that are specific to the incident as it occurs.

5.1 Executive Headteacher

Action	Completed by	Time
Activate the School Emergency Management Team.		
Commence a log of all action and decisions (see Appendix 1).		
Ensure safety/welfare of pupils and all adults in the care of the school.		
Identify any vulnerable pupils or adults needing specific support.		
Activate the Local Authority Support Network.		
Decide whether to keep pupils in classrooms and safe areas or consider evacuation (see Appendix 3).		
Consider activating school closure arrangements.		
Ensure that the SMT are effectively carrying out their designated roles and responsibilities.		
Ensure that the school emergency grab bag has been collected.		
Liaise with the emergency services.		
Keep staff informed of the situation.		
Ensure Chair of Governors is kept informed of the situation and the response arrangements.		
Prepare information and advice to parents.		
Call meetings of the SMT as required and ensure that the SMT and LA receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

5.2 Head of School

Action	Completed by	Time
In the absence of the Executive Headteacher adopt their roles and responsibilities.		
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SMT.		
Obtain as much information as possible from the Executive Headteacher about the situation.		
Commence a log of all action and decisions.		
Lead arrangements to ensure safety/welfare of pupils and all adults in the care of the school.		
Lead and direct all school staff to support decisions taken by the Executive Headteacher.		
Seek advice from the Executive Headteacher on whether to keep pupils in classrooms and safe areas or consider evacuation.		
If directed by the Executive Headteacher – make arrangements for the evacuation of the school to designated evacuation points or back up location.		
If directed by the Executive Headteacher – make arrangements to activate closure arrangements.		
Keep staff informed.		
Assist the Executive Headteacher in providing consistent advice/information to parents.		
Attend meetings of the SMT as required, and ensure that you receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

5.3 Assistant Headteacher(s)/Senior Leader

Action	Completed by	Time
Obtain as much information as possible from the Executive Headteacher and/or Head of School about the situation.		
Commence a log of all actions and decisions.		
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SMT.		
Support the Executive Headteacher and/or Head of School in contacting all members of the SMT and request they carry out their roles and responsibilities as described in the SEMBCP.		
Advise the Executive Headteacher and/or Head of School if any member of the SMT is unavailable and cannot carry out their roles and responsibilities.		

Ensure copies of the SEMBCP are available for the SMT.		
Ensure that pupil records and registers are available.		
Ensure that pupil medical records are available.		
Highlight to SMT any pupils that may need specific support.		
Ensure that parental/carers records and contact numbers are available.		
Ensure that staff records and contact details are available.		
Ensure that the visitor and pupil signing in/out book is available.		
Lead the office staff in assisting the SMT with information needs and the emergency response.		
Assist the Executive Headteacher and/or Head of School in providing consistent advice/information to parents.		
Where possible cancel any planned visitors to the school.		
Advise service providers of the interruption to the normal arrangement for provision of goods/services to the school (catering/transport etc).		
Attend meetings of the SMT as required, and ensure that you receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

5.4 Site Manager/Caretaker

Action	Completed by	Time
Obtain as much information as possible from the secretary about the situation.		
Commence a log of all actions and decisions.		
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SMT.		
Ensure that emergency services are able to access the incident quickly and without obstruction.		
Ensure all building and gate keys are available.		
If required Immobilise the gas supply, electricity or water supply (see Appendix 2).		
If required assist with evacuation.		
Where possible assist with ensuring the security of the school site.		
Attend meetings of the SMT as required, and ensure that you receive regular situation updates.		

Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		
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5.5 Chair of Governors

Action	Completed by	Time
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SMT.		
Obtain as much information as possible from the Executive Headteacher and/or Head of School about the situation.		
Commence log of all actions and decisions.		
Assist the Executive Headteacher and/or Head of School in providing consistent advice/information to parents.		
Attend meetings of the SMT as required, and ensure that you receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

SECTION 6 – BUSINESS CONTINUITY

6.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical functions are resumed as quickly as possible and/or continue to be delivered during any disruption. This may involve activating 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' functions may need to be suspended at this time.

6.2 Critical Function Analysis and Recovery Resources

Function Details					Resource Requirements				
	Critical Function	MTPD	RTO	Minimum Service Level	Staff	Data/ Systems	Premises	Equipment	3 rd Party Dependencies
1	Maintain Attendance Records	7 Days	1 day	Maintain paper records	1 trained member of staff	N/A	N/A	Paper record sheets	N/A

6.2.1 Strategies for Continuity of Services

Arrangements to manage a loss or shortage of Staff or skills <i>Please add/amend/delete as appropriate</i>	Further Information (e.g. Key contacts, details of arrangements, checklists)
a. Use of temporary staff e.g. Supply Teachers, Office Staff etc.	
b. 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.	
c. Using different ways of working to allow for reduced workforce, this may include: • 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 and sports to accommodate larger numbers of pupils at once.	
d. Using mutual support agreements with other Schools: emergency secondments.	
e. Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc.	
f. As a last resort, providing a child-minding (rather than educational) service using the above volunteers and remaining staff (to less impact on local and wider economy).	
Arrangements to manage loss of technology / communication / data / power <i>Please add/amend/delete as appropriate</i>	Further Information (e.g. Key contacts, details of arrangements, checklists)
a. Back-ups of key school data e.g. CD or Memory Stick back-ups, photocopies stored on and off site, mirrored servers etc.	

b.	Reverting to paper-based systems e.g. paper registers, whiteboards etc.	
c.	Flexible lesson plans.	
d.	Emergency generator e.g. Uninterruptible Power Supply (UPS).	
e.	Contact the utility company responsible or appropriate repair contractor.	
f.	Emergency lighting.	
	Arrangements to manage denial of access to your premises or loss of utilities <i>Please add/amend/delete as appropriate</i>	Further Information (e.g. Key contacts, details of arrangements, checklists)
a.	Using mutual support agreements with other Schools.	
b.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises.	
c.	Virtual Learning Environment opportunities.	
d.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the school premises portfolio.	
e.	Off-site activities e.g. swimming, physical activities, school trips.	
f.	Stagger lessons across break times and lunch to maximise use of available space, and extend the school day to expand the time available in classrooms.	
	Arrangements to mitigate the loss of key suppliers, third parties or partners <i>Please add/amend/delete as appropriate</i>	Further Information (e.g. Key contacts, details of arrangements, checklists)
a.	Pre-identified alternative suppliers.	
b.	Ensuring all external providers have business continuity plans in place as part of contract terms.	
c.	Insurance cover.	
d.	Using mutual support agreements with other schools.	

SECTION 7 – RECOVERY AND RESUMPTION

7.1 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.

7.2 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.	☐
2.	Respond to any ongoing and long term support needs of staff and pupils.	Depending on the nature of the incident, the School Emergency Management Team may need to consider the use of Counselling Services.	☐
3.	Once recovery and resumption actions are complete, communicate the return to 'business as usual'.	Ensure all staff are aware that the SEMBCP is no longer in effect.. Inform all staff and parents via the text system [	☐
4.	Carry out a 'debrief' of the incident with staff (and possibly with pupils). Complete a report to document opportunities for improvement and any lessons learnt.	The incident de-brief report should be reviewed by all members of the School Emergency Management Team to ensure key actions resulting from the incident are implemented within designated timescales. Governors may also have a role in monitoring progress in completing agreed actions to further develop the resilience of the school.	☐
5.	Review this SEMBCP in light of lessons learnt from incident and the response to it.	Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan are read by all members of the SEMT.	☐

APPENDIX 1. SAMPLE LOG SHEET

[illegible]

APPENDIX 2 - SITE INFORMATION

Utility Supplies	Location	Notes/instructions
Gas	Main value handle in Hall. Yellow pipe in corner of hall	
Water	Alcove at foot of the staircase	
Electricity	In Hedgehogs Class cloakroom area in fuse cupboard	
Heating	In kitchen area	
Oil Tank	Not Applicable	

Internal Hazards	Location	Notes/instructions
Asbestos	See Asbestos Record School Office	
Chemical Store (s)	Caretakers cupboard (near toilets) and store room (off intervention room)	

Pre-designated areas	Location	Notes/instructions
SEMT briefing area	School Field	
Media briefing area	Village Hall	

APPENDIX 3 - EVACUATION

Signals	
Signal for fire evacuation	Fire Alarm
Signal for bomb evacuation	Bell
Signal for all-clear	Whistle

Assembly points - fire evacuation	
Fire evacuation assembly point	School Field

Assembly points - bomb evacuation	
Bomb evacuation assembly point	Leeds Village Hall

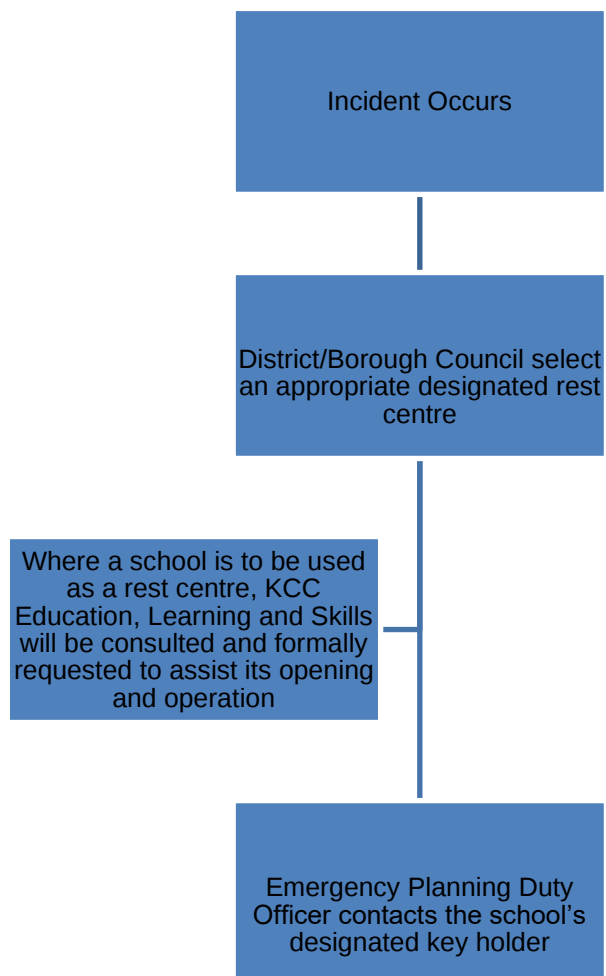
If the school has been evacuated and pupils are not able to return to school (or go home) it may be possible to relocate temporarily to another building (e.g. buddy school).

Pre-identified buddy school / place of safety / rest centre	
Name of premise	Leeds Village Hall
Type of premise	Village Hall
Contact name and details of key holder(s)	Jane Steel (01622 863481) Stephen Bond (stephenbond1@hotmail.com) Mobile: 07472760460 School office and The George PH also have key
Address	Lower Street Leeds Village, Kent
Directions / map	
Est. travel time (walking, with pupils)	5 minutes
Est. travel time (by coach, with pupils)	N/A
Capacity (inc. sleeping)	100
Facilities / resources	Yes
Notes	

School Closure	www.kentclosures.co.uk
Email	FSteer@aspire-kent.org.uk
Password	London12

APPENDIX 4 – REST CENTRE

Activation arrangements



Key Holders – Contact Details

Name & Title	24hr Telephone Contact	Email	Address
Emma Hickling Executive Headteacher	See above		
Fiona Steer Head of School	See above		