

Whole Academy Master Risk Assessment – December 2021 Update

This whole academy working Risk Assessment continues to directly refer to, and utilise the latest information from, the following key documents:

- [Guidance for schools](#)
- [Actions for schools during the coronavirus outbreak](#)
- [Coronavirus \(COVID-19\) contingency framework for education and childcare settings](#)
- [Coronavirus \(COVID-19\) local restrictions in education and childcare settings](#)
- [Working safely during coronavirus \(COVID-19\) Offices and Contact Centres](#)
- [NHS Test and Trace – How it works](#)
- [What parents and carers need to know about early years providers, schools and colleges during the coronavirus \(COVID-19\) outbreak](#)
- [Guidance for parents and carers of children attending out-of-school settings during the coronavirus \(COVID-19\) outbreak](#)
- [Protective measures for holiday or after-school clubs and other out-of-school settings for children during the coronavirus \(COVID-19\) outbreak](#)
- [Transport to school and other places of education: 2021-2022 academic year](#)
- [Safe working in education, childcare and children's social care](#)
- [Safeguarding and remote education during coronavirus \(COVID-19\)](#)
- [School attendance: guidance for schools](#)
- [Better mental health and wellbeing support for young people](#)
- [Ofsted: coronavirus \(COVID-19\) rolling update](#)
- [£79 million to boost mental health support for children and young people](#)
- [HSE ventilation and air conditioning](#)
- [Critical workers and vulnerable children who can access schools or educational settings](#)
- [Asymptomatic testing: primary and maintained nursery school staff](#)
- [Rapid lateral flow testing for households and bubbles of school pupils and staff](#)
- [Asymptomatic Testing Procedures and Guidance – available through the DfE portal](#)
- [PHE COVID-19: cleaning in non-healthcare settings outside the home](#)
- [CLEAPSS COVID-19 guidance](#) re: Science and Design & Technology
- [Coronavirus guidance and support](#) re: Physical Education and Sport
- [Get help with technology during coronavirus \(COVID-19\)](#)
- [Music Mark Guidance for Schools and Music Providers](#)
- [New education recovery package for children and young people](#)

SECTION 1: Public Health Advice to Minimise Risk					
Action to be taken	Risk before action has been taken – High/ Moderate/ Low	Actions implemented	Person / people responsible	Risk after action has been taken – High/ Moderate/ Low	Further actions / comments / updates / next steps
Continually review the master Risk Assessment to ensure essential factors are considered, essential actions are taken and ultimately, all forms of risk, particularly those deemed as being 'High' are mitigated as best as they possibly can be	High	The guidance and statutory legislation primarily from the DfE, PHE and Local Authority has been continually monitored from the very start of the COVID-19 pandemic period. Therefore, every single time an update has occurred, and there have been a significant number over the past 18 months, it has been considered, in many cases, discussed, and where deemed necessary, the master and all other associated Risk Assessments have been amended	CWA	Moderate / low	The aforementioned DfE, PHE, LA and all other highlighted and relevant guidance will continue to be closely monitored by me personally and supported by the full SLT, Trustees and Professional Association Representatives, we will update this and all other Risk Assessments and associated documentation as and when deemed necessary.

		accordingly with the core aim of mitigating every single risk posed by this ongoing unprecedented period of our lives.			This is with the ongoing core objective of mitigating all forms of associated risk again, as best as we possibly can.
A requirement that people who display any of the main COVID-19 symptoms stay at / go home and book a test	High	Clear and continual guidance issued from me personally throughout the lockdown period, escalated when new guidance was received in early July 2020, throughout the Autumn term, throughout the further lockdown period, upon our latest full return on Monday 8 March 2021, upon our full return from the Easter break, after Step 3 of the reduction in restrictions was announced on 10 May 2021, the Step 4 move from Monday 19 July 2021 and after the latest updates from the external overseeing bodies. This has been in the form of parental/carer letters, emails, virtual staff presentations, video messages via email and the academy's social media accounts, as well as clear signage in every single team base and staff room across both campuses.	CWA	Low	Constant reminders via all of the mentioned communication routes from me personally and reinforced and modelled by all staff as and when required. This has very much included evenings, weekends and holiday periods throughout the first and second lockdowns and Autumn term 2020 especially. All stakeholders have worked very hard to ensure they endeavour to follow the right pathways and pursue the safest of routes with regards to COVID-19 and our now established and embedded associated protocols. I only expect this to continue moving forward and I will continue to ensure this continues via my on ongoing regular all stakeholder communications through all available platforms and forums.
The setting up of daily lateral flow testing in the academy	High	After a great deal of collaborative work from a core group of SLT members and selected administrative staff, from mid-January 2021, the academy started conducting daily lateral flow testing for those staff who came into the academy to support our daily vulnerable / critical worker students during the last national lockdown. Also, those staff who opted to come into deliver their remote learning programme from a classroom environment. We then expanded it to those critical worker and vulnerable students who came in during the last lockdown period. After even more robust, lengthy and detailed discussions and planning led by a working party of six SLT and key administrators, I set up and personally led, a whole academy LFT Programme was successfully implemented involving over 1100 students and over 200 staff. My Colleagues and I have continued to drive this continuing throughout the 2021 Summer term and Summer holidays, and will continue to do so as per my latest communications sent out to all stakeholders on Friday 29 October 2021.	CWA/LFT Working Party/SLT/Pastoral Team	Low	By the close of play on Monday 15 March 2021, nearly 1200 students had taken over 3500 LFTs on academy grounds very carefully managed over three full mass testing days and three mop-up days across both campuses. Testing kits have also continued to be successfully sent home with very clearly worded letters from me in addition to the NHS instruction pamphlet with help desk email addresses supplied within my letter too. These kits have continued to be provided to our students and staff as requested by the DfE and PHE. Prior to our last full return in March 2021, staff were also testing at home and at this point – August 2021 - over 200 remain fully engaged in the academy initiated LFT Programme. Clear explanations have continued to be provided by me personally, supported by members of the SLT and Pastoral Teams, about what to do in the event of a positive test at home, and prompts and reminders have continued, and will continue, until the programme is eventually closed down by the DfE. This has included the latest changes linked to testing, contact tracing and self-isolation highlighted in the latest DfE guidance received week beginning Monday 25 October 2021.
Supporting the 12-15 age group vaccination programme		After receiving the input from the DfE and LA with regards this matter on 15 September 2021, followed by direct contact from the School Age Immunisation Service on 20 September 2021 with a planning virtual Teams meeting on 21 September 2021, three whole days' worth of vaccinations were set up and completed at the academy across both campuses on 30 September and 1 and 6 October 2021.			Huge amounts of pre-planning by the academy's team of staff occurred prior to the three vaccination days including setting up venues, sending out and collating forms and supporting the School Age Immunisation Team throughout all three days in a number of our largest venues. As a result of providing these venues, alternative arrangements also had to be made for the classes/activities that were due to take place in them. Additionally, our First Aid areas had to be covered by other staff throughout these three days as our First Aid staff supported the SAIS Teams throughout the three days. Our First Aid areas also had to be

					<p>expanded or moved so as to safely cater for students becoming unwell after receiving their vaccination.</p> <p>The academy also answered dozens of vaccination-related questions throughout September and October as the number provided by the NHS for parents/carers to contact with questions simply did not function/work.</p> <p>I also sent out NHS literature on 25 October 2021 as requested to do so by them and in relation to parents/carers being able to book and access a vaccination for their 12-15 age group child if they had not accessed a vaccination at the academy and during one of the three vaccination days.</p>
Robust hand and respiratory hygiene	High	<p>Hand sanitisers at front entrances and the entrances to every single teaching, office and staff base. Associated explanatory and informative emails, video messages and parental/carer letters have constantly gone out throughout the pandemic period, in addition to student assemblies including whole academy half-term assemblies led by me personally with the last one being on the morning of Tuesday 13 July 2021.</p> <p>Students have also been continually encouraged to bring in their own sanitiser, and many have. Sanitiser, antiseptic wipes and tissues remain in each classroom. With regards face coverings, since Tuesday 15 September 2020, these have been compulsory at lesson changeover and on the corridors, as well as whilst lining up for the academy's canteens. The message with regards lessons after the Step 3 announcement on Monday 10 May 2021 is that face coverings remain 'OPTIONAL' in teaching and team base environments but for staff to wear them when social distancing cannot be maintained.</p> <p>This is the same message sent out and highlighted in my latest all stakeholder correspondence on Friday 29 August 2021.</p>	CWA/RSC/PFL/TCL	Was Moderate but after 15 September 2020 change, now low and has been continually assessed as low due to the tremendous adherence to this key protocols by the academy's stakeholders	<p>Huge amounts of reminder signage around both campuses, in classrooms, in team bases, in staff rooms, on the corridors and in staff and student toilets with regards both sanitising as well as face coverings.</p> <p>The same for social distancing and 'Catch it! Kill it! Bin it!'</p> <p>Multiple daily checks on all rooms to see that doors and windows remain open throughout the working day and we continue to really press on this key matter. To further support this, from October half term 2020, I allowed students and staff alike to keep outdoor coats, hoodies, jumpers etc. on in lessons if at any point they felt cold due to the need to ensure optimum ventilation. This I will repeat later this Autumn if the same ventilation requirements remain in place.</p> <p>This also continued into the Spring term 2021 and whilst housing the small groups of vulnerable and critical worker students, and was reinforced in my latest whole academy virtual assembly on the morning of Tuesday 13 July 2021.</p> <p>This has been constantly referred to in all staff, parent / carer and students' communications with the latest being via a whole parent/carer letter and whole staff email on Friday 29 October 2021.</p>
Enhanced cleaning arrangements	High	<p>Additional cleaning staff employed across both campuses who continue to work throughout the day and in addition to an already and enhanced, robust cleaning programme that has been in place throughout the pandemic period, especially the Autumn term and upon our full return on 8 March 2021 and the Easter break.</p> <p>Throughout the pandemic, swift emergency cleaning programmes have also been implemented when a positive case manifested whilst a linked stakeholder was in the academy and will continue across both campuses into the Autumn term, again, as per statutory guidance,</p>	CWA/RSC/PFL	Low	<p>The enhanced daily cleaning remains in place and primarily through our daytime 'housekeepers' across both campuses.</p> <p>Enhanced cleaning has also continued to take place in rooms / areas on each and every occasion a student or staff member has been sent home with any of the main COVID-19 symptoms, or been identified as a close contact.</p> <p>This has been, and will continue to be, in place especially the case in our two designated 'holding areas' where any students with any COVID-19 symptoms sit before being picked up to go home by their respective parents/ carers.</p> <p>In classrooms or form bases where they have been sat too and at the next lesson changeover.</p>

Active engagement with NHS Test and Trace process	High	The Step 4 changes mean our interaction with these professionals is highly likely to be much less than it was pre-19 July 2021. However, and again, as per statutory protocol, whenever we are contacted by them, we will endeavour to support with whatever is requested of us, especially with regards to assisting in identifying close contacts of a confirmed case, as best as we possibly can.	CWA/SFR	Low	Clear expectations of our staff, parents/carers and students doing the same if they are contacted has also been clearly explained to all stakeholders in my communications sent out on Friday 29 October 2021. This will only continue to be reiterated throughout the academic year ahead and until the external statutory guidance dictates otherwise.
Formal consideration of how to reduce contacts and maximise distancing between those in school wherever possible, and to minimise the potential for contamination so far as is reasonably practicable	High	We will continue to both review as well as adhere as much as we possibly can to the ever-changing guidance, and whilst endeavouring to keep our stakeholders updated as quickly as we possibly can with regards any key changes at the same time – something I believe we have done exceptionally well throughout the whole 18 month pandemic period thus far. Examples of how we have done this include: year group teaching only, breaks and lunchtime year group bubbles, separate campus bubbles for Years 7 and 8 and for Years' 9-13, forward facing chairs in all classrooms, distanced seating where possible in all staff rooms and team bases, face coverings on corridors, at lesson changeover and at certain points in time, in classrooms, the wearing of face coverings on public transport, one way systems that are fully adhered to by all stakeholders at all times on both campuses, full ventilation in every room across the academy wherever possible, open, regular and clear multiple strands of communication to all stakeholders and a massive promotion of, followed by a massive uptake of, lateral flow testing by staff and students alike. We have also allowed our students (and communicated this to their parents and carers) to opt to stay outside during wet breaks/lunches and with the objective of further mitigating the risk caused by any form of mass gatherings in the academy, even though wet break areas remain designated for single year group bubbles only. Assemblies remain virtual and have been since the start of the Autumn term again, thus continuing to avoid large mass gathering in one singular room with students sat shoulder-to-shoulder. Also, all large staff meetings have been virtual throughout the pandemic period thus massively reducing any form of mass staff gathering, and associated risk, as well.	CWA	Moderate/ Low	This full and whole academy Risk Assessment will remain under constant review and subject to change should any aspect of our working practice need amending, removing or if anything needs adding too. This will also remain fluid with regards to any statutory advice or guidance coming through from the DfE, PHE or Local Authority, and as highlighted by the multiple key documents at the beginning of this Risk Assessment – a key working document we continue to both refer to as well as constantly adhere to as per statutory guidance.
Measures within the classroom	High	Sanitise upon entry and exit of any Plume Academy teaching area, team base or canteen environment, sanitising seating/desk areas and keyboards prior to them being used, sanitising any shared equipment wherever possible but especially in our IT rooms, Technology / Food Technology and PE areas (as written into their own individual Risk Assessments. Also, to have forward facing seating where possible, staff maintaining two metres social distancing wherever possible, wearing face coverings at all times whilst on the corridors, moving between lessons and for staff, in lessons and team bases again, when social distancing cannot be maintained. Additionally, continuing to encourage our students to also wear them in class / teaching areas, avoiding face to face contact where possible, minimising / avoiding spending any time within one metre of anyone and if any COVID-19 symptoms manifest, to follow the clear protocols of letting the appropriate people know without delay, leaving campus and isolating until a PCR test is taken and the outcome known.	CWA/SFR	Low	Again, and as has been the case over the course of the last 18 months, this master COVID-19 Risk Assessment will remain under constant review and subject to change should any aspect of our working practice need amending, removing or adding too. This is whilst continuing to fully adhere to any updated statutory advice or guidance coming through from the DfE, PHE, Local Authority or any other key external associated agency.

<p>Minimise contact and therefore, mitigate risk, with individuals who are unwell by ensuring that those who have COVID-19 symptoms do not attend the academy or leave as soon as possible if they are already in the academy.</p>	<p>High</p>	<p>To reiterate, expectations have been made explicitly clear by me personally throughout the pandemic period, and on multiple occasions and through multiple channels, about the need for all of the academy's stakeholders to fully adhere to all COVID-19 test and trace and self-isolation protocols. The latest set of communications were on Monday 25 and Friday 29 October 2021 and to all staff, students and parents and carers. This key, updated information was also reiterated in our virtual whole staff meeting on the morning of Monday 1 November 2021, and all year group assemblies the following morning.</p> <p>Also, both of the academy's First Aid areas remain set up to ensure any students who are displaying symptoms can be kept safe and secure and at two metre intervals prior to them being picked up and taken for a test by their respective parent/carer. The respective holding area will then be deep cleaned and ventilated by a daytime housekeeper before being put back into operation.</p> <p>The same with regards our staff and where through clear communications and continually reiterated instructions by me, staff had done exceptionally well to fully adhere to what is required of them up to this point and after such a long period of time of being asked to do so.</p> <p>The same can be said with regards our parents and carers who have also been continually communicated with by me personally through InTouch letters, Twitter, phone calls and personal emails answering the many questions that have come through since March 2020 and at various points of both term as well as non-term time.</p>	<p>CWA/OBA/SLT</p>	<p>Low</p>	<p>Again, communications through multiple channels to staff, students and parents/carers with regard to 'test and trace' and associated self-isolation processes continue and this has been the case throughout the 18 month pandemic period thus far.</p> <p>The latest tranche was during the week beginning Monday 25 October 2021 and continue to be in the form of letters, emails, videos, assemblies, in-class visits and Twitter messages. These have continued to be well-received and in turn, exceptionally well-adhered to by all of the academy's stakeholders. These communications will only continue from me moving forward and at every point of significant change / update, and as long as they are deemed necessary.</p>
<p>Clean hands thoroughly and more often than usual</p>	<p>High</p>	<p>To reiterate, huge amounts of communication in a whole host of ways and through a whole host of platforms has occurred with regards this specific matter throughout the pandemic period. Constant 'prompting and monitoring' of this via staff input including Twitter, email, in-person and assemblies, as well as via clear signage throughout both campuses, remains in place too. This is in addition to the use of antibacterial wipes and tissues which again, are provided and promoted in the same vein and manner in every area across both campuses alongside bottles of sanitiser.</p>	<p>CWA/RSC/PFL/TCL</p>	<p>Low</p>	<p>RSC, TCL, PFL and the site and cleaning teams continue to ensure sanitiser, wipes and tissues remain in every classroom and teaching environment at all times. Staff have also been continually encouraged to let the site and cleaning teams know as to when they start getting short of these key items. The SLT and I continually check on all class, teaching and team base areas on a regular basis too.</p> <p>In addition to the regular and ongoing communications from me, staff have continued to remind, as well as model, what will continue to be expected of our students as we progress through the COVID-19 period, however, staff and students alike have also been absolutely fantastic at doing all of this and the Senior Leadership Team and I feel that this has now become embedded practice.</p>
<p>Ensure good respiratory hygiene by promoting the 'catch it, bin it, kill it' approach.</p>	<p>High</p>	<p>Constant monitoring and prompting by staff, supported by posters throughout the academy, along with tissues available in every classroom and teaching area throughout the pandemic period thus far.</p> <p>Constant reference to this via my virtual assemblies and daily visits to classrooms too.</p> <p>Also, continual requests and prompts to parents/carers by me in my regular and ongoing communications about this and to encourage our students to bring their own tissues has continued to occur as well.</p>	<p>RSC/TCL</p>	<p>Low</p>	<p>Making sure there remains tissues in every single classroom and team base area, and that bins continue to be emptied daily (with all bins put into a double bagging system in the Autumn and Spring terms of 20-21 too).</p> <p>These communications will remain open and regular with regards COVID-19 matters for as long as is deemed necessary so as to ensure we are catering for the needs and health and wellbeing of staff, students alike.</p>

Ensure good ventilation in all classrooms, teaching areas and offices across both campuses	High	All doors and windows remain open wherever possible and full adherence to the latest guidance documentation in relation to this has been constantly monitored, noted and implemented too. From October half term 2020 to the end of the Spring term 2021, and during the winter weather period, students (and staff) were also allowed to keep on any outdoor coats or garments if they have felt cold in a classroom / staff setting or whilst moving around the academy. This continued for the critical worker / vulnerable students during the latest national lockdown period and continued after our full return on Monday 8 March 2021. Clear expectations continued to be shared with all of the academy's stakeholders in relation to this key matter, and this will continue to be the case moving forward. During that same period, the academy's heating systems also continued to be kept on across both campuses to further assist the academy's staff to regulate the temperature in our respective teaching and staffing areas. From Monday 19 April 2021 and the formal start of the Summer term, due to the change in weather, the academy's heating systems were turned off and outdoor garments were no longer allowed to be worn indoors. This too was also clearly and continually communicated to all stakeholders, however, whilst this continued into the first half of the Autumn 2021-22 half term, we have reverted back to last Winter's indoor garment wearing protocols for this half term and until further notice.	CWA/SLT/FLs	Moderate/low	Daily cross-campus spot checks on this and all other key COVID-19 protocols continue to evidence that they remain fully in place and as they have been throughout the entire pandemic period, thus further highlighting just how supportive our stakeholders have been in terms of what has been asked and expected of them. This I have every faith will only continue moving forward and as long as is deemed necessary.
Introduce enhanced cleaning, including cleaning frequently touched surfaces, using standard products such as detergents and bleach	High	To reiterate, all in place with additional cleaning staff and rotas added to both campuses and throughout the working day since 1 September 2020. Standardised morning and evening cleaning processes and protocols have also been enhanced since the start of the Autumn term of 2020. The products used for all cleaning matters continue to fully comply with the latest advice and guidance.	RSC/PFL	Low	Like most aspects of the whole academy working Risk Assessment, this will continue to be monitored and amended/tweaked/added to as and when deemed necessary by the associated national guidance.
Where necessary, wear appropriate Personal Protective Equipment (PPE)	High	All cleaners, LFT Programme testers and First Aid Administrators who deal with students with COVID-19 symptoms continue to wear PPE equipment provided by the DfE as and when required. This will continue to be the case moving forward and as long as DfE / PHE guidance and this associated Risk Assessment dictates.	CWA/RSC/SFR	Low	All staff to continue to be encouraged to also socially distance where possible, even when wearing PPE, and to ventilate an environment they are working in and from where possible as well.
To provide specific help and support for SEND students	High	The SEND Faculty and Pastoral Teams have continued to do a truly fantastic job throughout the pandemic period thus far with regards our 600+ of formally identified SEND, disadvantaged and more vulnerable students; this has included brokering and maintaining contact so as to ensure a smooth transition process with our 300+ new Year 7 and Year 12 students over the past two Summer holiday periods. This only continued throughout the Autumn term and last lockdown period, primarily in a remote manner of course, and transition from home back into the academy, meticulous planning for our full return occurred once again and went extremely smoothly and ultimately, proved successful. This continued into the Summer term after the Easter break and throughout the last half term.	OBA/SEND Faculty/Pastoral Teams	Moderate/Low	There were further pressures placed on our SEND Faculty throughout the pandemic period, and especially during the Spring / Summer 2020, and then the Spring 2021 lockdown periods, as many external agencies either greatly reduced or in many cases, simply did not offer their services. Still, there has been an explicitly clear statement made that schools were still carrying on fulfilling their statutory duties and in many cases, expected to pick up the significant gaps left by the other agencies operating in the aforementioned manner. The SEND Faculty, Pastoral Teams and other associated staff, supported by the SLT, have continued to cope admirably, however, there is a big question in terms of this being sustainable, especially if we were to see yet another national lockdown at some point in the future.

Supply and peripatetic teachers as well as other temporary staff to move safely between campuses	High	All supply and peripatetic teachers have continued to fully adhere to all of the academy's clearly stated COVID-19 and safeguarding protocols. I would have expected nothing less as they are excellent staff in their own right and the majority have been working alongside us for a number of years now. For the record, we have utilised the services of very few supply staff who are not already fully known to us, at any point during the pandemic period.	SFR/TBA/LCR	Low	Zero issues encountered as all of these staff have fully applied themselves to what has been expected of them in terms of our now embedded protocols. Whilst it continues to be reiterated as to what is expected moving forward, I have every faith this will only continue in the same professional, supportive and respectful manner anyway.
Managing visitors to the academy	High	External visitors and lettings have been and continue to be greatly reduced during the pandemic period with any external visitors being carefully risk assessed and vetted in terms of do they actually need to physically come in or can a remote meeting take place instead. If it is deemed that they do, it continues to be made explicitly clear that they too are to fully adhere to all of our COVID-19-related protocols and without exception. They also continue to be provided with a pamphlet of information upon their arrival and further highlighting this as well as our basic safeguarding expectations and initially referral pathways.	CWA/SFR/TBA/RSC	Low	External lettings / hirings continued to be suspended right up until 31 August 2021, however, from 1 September 2021, they started back up. Still, as has always been the case, this all remains in conjunction with the latest associated and ongoing DfE and PHE guidance, However, and as things currently stand, these have gone very well and there have been no issues whatsoever in the first half term of the 2021-22 academic year.
Managing the use of equipment	High	Students and staff continue to use their own basic equipment as often as possible with any shared resources such as IT, Technology, Music and PE equipment being wiped with an antibacterial wipe or spray after use. Again, these have been written into each related Faculty areas individual Risk Assessments, and have now become embedded, however, clear instructional guidance and reminders have occurred throughout the entire lockdown period and every time the DfE and PHE have updated their working guidance documents.	CWA/FLs	Low	As was the case throughout the last academic year, students also continue to be encouraged to use antibacterial wipes and spray – the academy's or their own they have also continued to be encouraged to bring into the academy – on their seats and desk areas prior to using them as well as at the end of a lesson. Staff have also been continually encouraged to do the same on any door, fridge, cupboard or kettle handles in their respective team base areas, as well as with regards teaspoons, desk areas, seats and any shared equipment.
Response to any infection:					
The academy will fully engage with the NHS Test and Trace process and expect all associated stakeholders to do the same.	High	The academy and all of its stakeholders have fully engaged with the NHS Test and Trace process throughout the entire pandemic period, as well as with the local health protection teams. This is whilst fully utilising their advice and guidance on numerous occasions, especially with regards our positive cases to date which were primarily towards the end of the Autumn term of 2020, and obviously linked to the Kent variant which ultimately, led to the last national lockdown. This has also been, and continues to be, clearly and explicitly articulated to all of the academy's stakeholders via letters, email, tweets, videos, assemblies and virtual staff presentations. So far, and despite it being 18 months now since the pandemic started, they have been brilliant with regards fully adhering to what has been expected of them although personally, I expected nothing less.	CWA	Low	There remains clear signage relating to protocols to follow with regards a suspected case of COVID-19 in every classroom, team base and staffroom throughout the academy. The academy has also sought the advice and guidance from the DfE and local Essex Test and Trace Team on all positive case occasions thus far. Also, when key questions have arisen. They have been excellent and this has only assisted us in ensuring the academy and our associated stakeholders have remained as safe as possible given the times we remain in. This was especially during the very difficult weeks before, during and after the Christmas period, as reflected in the local and national picture of course and which ultimately, led to the last lockdown period announced by the Prime Minister on Monday 4 January 2021. However, since the guidance took a real change via the move to Step 4 and since being further updated on 17 August 2021, our part in ensuing test and trace process has greatly diminished as this now lies with NHS Track and Trace.

Manage confirmed cases of COVID-19 amongst the academy community	High	<p>Full and swift adherence to our own established protocols devised from the latest DfE and PHE guidance, and in conjunction with clear, sharp and extremely helpful input from the Essex Test and Trace Team, has continued to occur throughout the pandemic period thus far.</p> <p>Any confirmed case close contacts have also been methodically identified in very short periods of time with those close contacts then being contacted and told to self-isolate, which they have done without argument and to a person.</p> <p>Open, swift and transparent communications to all stakeholders has also occurred on each and every occasion and been genuinely appreciated despite the nature of the content.</p> <p>Any in-school areas where confirmed cases have occurred have also been swiftly and effectively deep-cleaned by our specialist team of in-house cleaning staff, and with products that have continued to fully adhere to the latest guidance.</p>	CWA/SFR/SLT/RSC/TCL/PFL	Low	<p>As verified by both the DfE and the Essex Test and Trace Team when I personally called them on every occasion we had received a linked positive test and talked them through our robust and detailed procedures, they said they were "Spot on!" and had nothing additional to suggest or suggest we change.</p> <p>Due to having such robust plans in place, investigations were able to be completed in literally a matter of a few hours and subsequently, vitally important communications have then occurred and sent out to both those directly impacted as well as all of the rest of the academy's stakeholders.</p> <p>However, as already highlighted in this document, since the latest DfE guidance was issued on 17 August 2021, our part in managing cases, certainly in terms of close contacts, has now diminished somewhat, certainly for the time being and certainly throughout the first half of the 2021-22 Autumn term.</p>
Contain any outbreak by following local health protection team advice	High	<p>Again, we have only continued to fully adhere to the clear advice and guidance extracted from DfE, PHE and the LA documentation, however, we have had very few cases all of which have been isolated, therefore, no form of outbreak to date.</p>	CWA/SFR	Low	<p>If we do moving forward, as well as adhering to the latest DfE, PHE and LA guidance, we will also seek and work from the information, advice and guidance provided by the excellent Essex Contact Tracing Team.</p>

Section 2: School Operations					
Action to be taken	Risk before action has been taken – High/ Moderate/ Low	Actions implemented	Responsible	Risk after action has been taken – High/ Moderate / Low	Further actions / comments
<p>Dedicated school transport - points to consider:</p>	High	<p>Parents/carers continue to make decisions with regards transport arrangements for their children and after considering the ongoing information, advice and guidance continually provided by me via a multitude of open channels of communication.</p> <p>It has been made explicitly clear on multiple occasions and via letters, emails, video messages, tweets and in person that face coverings remain compulsory on all school buses and public transport. Also, that hand sanitising must occur before getting on as well as when getting off a bus, and Plume Academy staff continue to support with this every working week day.</p> <p>Senior staff and I also continue to conduct spot checks with regards face coverings on school associated buses after which, and as they have done throughout the time they have been asked to do so, students not only continue to wear face coverings, but also continue to fully adhere to Mill Road Campus students on the lower decks, and Fambridge Road Campus students on the upper decks. This has ensured the all-important 'campus bubbles' have remained intact as well.</p>	CWA/Campus Leads	Low	<p>The academy also continues to work in close collaboration with the assigned bus company with daily conversations with the drivers and even having the company Managing Director spend a day with us just before October half term 2020 checking on the actual set logistics and working associated Risk Assessments.</p> <p>This is another COVID-19 protocol that will not only continue moving forward, based on the latest 17 August 2021 DfE guidance, and for as long as required, but that will also continue to be closely monitored at the same time each and every day the academy's team of senior staff and I.</p> <p>This occurred throughout the first half of the Autumn term and will continue into the second half.</p>

How students are grouped together on transport. Where possible this should reflect the bubbles that are adopted within the academy	High	I personally liaised at length with the assigned bus company and helped them to construct their letter to schools and associated protocols prior to the full return in September 2020. As a direct result, clear zoning on the academy's buses was put in place - and remains in place - that again, reflects both their campus as well as their year group bubbles.	The bus company/CWA/Campus Leads	Low	Me, our Campus Leads and daily duty staff have reinforced this every single day since the start of the Autumn term 2020 and continue to do so via: getting on the buses daily, being at the entrance and exit points with hand sanitiser each and every day, continually reminding the bus company of what they and their drivers need to continue doing/reinforcing, continuing to remind parents and carers via letter, email and social media, and continuing to remind students in person, via email and via assemblies too.
Use of hand sanitiser upon boarding and/or disembarking	High	As already highlighted, at bus exits and entrance points, duty and senior colleagues continue to administer hand sanitiser each and every working day. My letters, including my latest communications, continue to encourage students to carry their own and many, I expect, will continue to do so.	CWA/Campus Leads/daily Duty Team Leaders	Low	Campus leads and I to continue to monitor the sanitising, zoning and managing any situation on a bespoke basis whereby a student does not fully comply – something that has been extremely rare to date I might add as again, throughout the pandemic, our students have been absolutely tremendous and this has been reinforced on numerous occasions by the bus company's drivers as well as their Managing Director when he witnessed this in person in the Autumn term.
Additional cleaning of vehicles	High	The bus company have built this into their Risk Assessment which has been shared with all schools including Plume Academy.	The bus company	Low	Ongoing with further communication received highlighting the associated processes and even the actual sophisticated equipment that does this.
Organised queuing and boarding where possible	High	SLT and Duty Team Leaders continue to manage this as best as they possibly can at the end of each day, and whilst ensuring every student sanitises before getting on an academy associated bus.	SLT/Duty Team Leaders	Low	Alternative/separate arrangements remain in place for Flexible Learning students in terms of transport to and from their College courses and placements. I also managed to reduce boarding loads on our busiest bus, the 95A, by getting the company to put on an extra bus. This was in place from early October 2020 and as well as further mitigating the COVID-19 risk, it was very well received by the associated stakeholders as well as our local community members who sometimes board the 95A. Sadly, this ceased in July 2021 and due to a shortage in drivers, has not been able to be put on this academic year thus far.
Distancing within vehicles wherever possible	High	As previously highlighted, students continue to sit as years' 7 and 8 on the lower decks, and years' 9-13 on the upper decks. Staggered as per the bus companies risk assessment too and this has been further improved, as highlighted, by the fact that we now have an extra 95A bus on our busiest – and public use – route. Our College course / work experience students continue to use local taxi companies to travel to and from their external Colleges / work placements but only do so in the same year group bubbles in which they work and sanitise and put on face coverings prior to entering each taxi. The driver also does the same as part of our own as well as their COVID-19 protocols. On the taxi company's minibuses, the students also sit socially distanced and apart.	Bus company	Low	CWA has continually clarified, as well as modelled, expectations to all stakeholders with regards these related expectations including to the senior management of the bus company themselves. As a direct result, all has worked extremely well throughout the pandemic period thus far.
Wider public transport - points to consider for LA / Trust:					
Consider a range of options for shifting demand for public transport onto other modes.	High	I have continued to communicate with parents and carers with regards this matter prior to the full start back in September 2020 and throughout the 2020-21 academic year. This was/has been whilst primarily sharing the DfE's information, advice and guidance as to how their children could travel to and from the academy, and whilst advising that they continually	CWA	Low	Further communications with regards this matter and consideration points will only continue moving forward and primarily from me. We will also keep an ongoing very close and watchful eye on the latest DfE, PHE and LA guidance with this in mind, whilst continuing to ensure any changes are shared with

		consider alternative modes of transport where necessary and with safety as the core objective.			and explained to our parents/carers as well as our staff again, as has been the case throughout the pandemic period thus far.
Consider using traffic demand management approaches in order to ensure that children are able to attend the academy after full returns from lockdown periods.	High	Traffic around and coming onto both campuses has continued to be managed safely and effectively, pandemic period or not. We do this as a Senior Leadership Team with no assistance from elsewhere although we have now engaged Essex Highways and Maldon District Council with regards looking at how we manage traffic around our Mill Road Campus in particular. This work will only continue moving forward and gather real momentum I feel as we progress towards some really effective solutions that ultimately, will only mitigate the risk towards our MRC students especially in terms of our ongoing, and escalating, local traffic issues.	SLT	High/Moderate	The fact that we have a split campus alleviated the need to have staggered starts and finishes during the last academic year. Nevertheless, it remains a real daily challenge seeing 1700+ students safely into the academy, as well as leave the academy, each and every day. This is especially the case with regards our Mill Road Campus which has serious local infrastructure issues I have been working on improving, as previously stated in this document, via the District Council and Essex Highways for a number of years now.
Attendance					
Parents and Carers duty to ensure that their child attends school regularly where the child is a registered student and they are of a compulsory school age.	High	My ongoing communications with our parents and carers is that we genuinely feel we have made it as safe as we possibly can for our students and staff throughout the 18-month pandemic period to date. Up until the end of November 2020 and until the new variant hit the Maldon District, positive cases were very low and whole academy attendance was in excess of 93%. The academy has continued to work very hard with our students and their families to alleviate any concerns, answer any COVID-19 related questions (which understandably have been many in number and continuous throughout the pandemic period) and to secure regular attendance from those who have remained anxious about returning; this is especially the case with regards those who have vulnerable family members at home or in their support bubble (and which there have been, and remain, many).	CWA/RCL/Pastoral Teams/SEND Faculty/Safeguarding Leads/Attendance Team	Moderate	Significant amount of daily and weekly associated communications occurred with regards this matter in 2020-21, and the academy's assigned teams of staff have continued working exceptionally hard with those same families who have remained anxious about their children returning to the academy throughout the 2021-22 Autumn term thus far.
The academy's responsibilities to record attendance and follow up absence	High	Our long-established and robust daily attendance protocols remain in place with bespoke and swift follow-ups occurring when deemed necessary. First day contacts remain in place with daily follow-ups with regards these too. Massive amounts of additional calls have continued to be made throughout the pandemic period to our many identified more vulnerable families, especially during both lockdown periods.	RCL/Attendance and Pastoral Teams/Safeguarding Leads	Moderate/Low	In addition to our long-established protocols, as highlighted above, significant amounts of communications will continue to occur with those who remain anxious about their children attending the academy as we progress through the 2021-22 academic year.
The availability to issue sanctions, including Penalty Notices, in line with Local Authorities' codes of conduct.	High	Whilst we have endeavoured to adhere to our usual attendance protocols during the past 18-months, we have, and as the most recent DfE guidance has further reinforced, taken a family-centred approach with regards whole academy attendance and whilst continuing to focus on matters on a bespoke basis. This will continue as we progress through the 2021-22 academic year BUT as per DfE expectations, we have made it clear that full attendance must now occur unless there are real extenuating circumstances.	CWA/RCL/Pastoral, Attendance and SEND Teams/Safeguarding Leads	Moderate	This will continue to be regularly discussed, very closely monitored and multiple channels of communication kept open between our more anxious families, the academy's teams of associated staff and the external agencies we work with on attendance-related matters now that the majority of them are back open and operational that is.
Where a student is unable to attend school because they are complying with clinical and/or public health advice, the DfE expects schools to be able to immediately offer them access to remote education. Schools should monitor engagement with this activity.	High	A robust remote education programme has been in place throughout the pandemic period and remains in place for those who are unable to attend due to complying with DfE / PHE / self-isolation protocols via the use of our internal Microsoft Teams programme, Oak National Academy, BBC Bitesize, and our own long-established Show My Homework platform.	CPR/MBE/TBA/Faculty Leaders	Low	The academy has continued to proactively and enthusiastically develop its remote learning offer and as a direct result, this is now a very strong platform to access and utilise for those who have had to self-isolate thus far; moving forward we will only continue to do the same too of course. We were also ready to go with zero notice, as was the case on Monday 4 January 2021, when the last lockdown was announced, should any large cohort, bubble, a whole

					campus or even the whole academy needs to work from home again.
Schools should bear in mind the potential concerns of students, parents and households who may be reluctant or anxious about returning and put the right support in place to address this. This may include students who have themselves been shielding previously but have been advised that this is no longer necessary, those living in households where someone is clinically vulnerable, or those concerned about the comparatively increased risk from COVID-19, including those from Black, Asian and Minority Ethnic (BAME) backgrounds or who have certain conditions such as obesity and diabetes.	High	In addition to what has already been highlighted in this working Master Risk Assessment, dozens and dozens of bespoke pastoral programmes and massive amounts of detailed SEND support have been in place throughout the 18-month pandemic period thus far, especially throughout both two lengthy lockdown periods. We have also involved external agencies when required and where possible as many of these have remained extremely limited in terms of their services as compared to what they were previously able to offer. This has of course placed even more pressure and demands on the academy's team of staff to a level I have yet to see in all my years in this profession which can be incredibly demanding at the best of times. Nevertheless, this hugely important and somewhat outstanding work continued throughout the last lockdown period, after the latest full return on Monday 8 March 2021, over the course of the Easter break and since the start of the Summer term. It will only continue into the 2021-22 academic year too of course.	CWA/SLT/ Pastoral and SEND Teams	High/ Moderate/ Low	We will only continue to closely monitor the ongoing situation and, when deemed necessary and as is established protocol at our academy, manage any bespoke situations that arise in a supportive, considered and sensitive manner. This includes work with our identified CEVs/CVs/BAME/anxious students <u>and</u> staff, and via the necessary detailed, bespoke working Risk Assessments that have been written but also continue to be reviewed and modified as and when deemed necessary.
Attendance action for all schools and local authorities					
Use the additional catch-up funding schools will receive, as well as existing pastoral and support services, attendance staff and resources and schools' pupil premium funding to put measures in place for those families who will need additional support to secure students' regular attendance	High	This has all, as already highlighted, been in place, regardless of any extra allocated funding, throughout the pandemic period thus far. This will only continue moving forward with assigned catch-up funding continuing to be very carefully considered and allocated via our 'Catch-Up Funding Expenditure Document' which is being overseen by the respective members of the SLT and that can be found in the policies section of our website. This will of course only continue moving forward.	TBA/RSC/CPR	Low	We have already organised and conducted: a 160+ student attended fortnight of Year 10 into Year 11 Summer Transition School held in the final two weeks of the 2019/20 summer break, a 130+ Year 6 into Year 7 one-week Summer Camp in August 2021 too and appointed a number of additional staff in the core subjects using the DfE's catch-up funding, and fully expect to see definitive impact of this with some key individuals carefully identified students moving forward. A further advocate has also been appointed, this time supporting the Science Faculty, in addition to the two colleagues/advocates who are supporting our English and Mathematics Faculties. We have also developed a comprehensive internal tutoring programme involving current staff and former students, and expanded this to current students in the first half of the 2021-22 Autumn term. This will only continue to be developed and grown as the academic year progresses.
Work closely with other professionals as appropriate to support the return to school, including continuing to notify the child's social worker, if they have one, of non-attendance	High	As has always been the case at Plume Academy, we have continued to work with all associated and available external partners and agencies throughout the 19-month pandemic period thus far, including throughout the two lengthy lockdown periods. This will only continue moving forward, however, as already mentioned in this document, the ongoing limited availability of a number of external agencies and established partners over the course of the last year has brought about unprecedented challenges for us as a team of staff as the significant gap in external support/service required has in many cases fallen to us to complete adding massive further demands on the team during a period of unprecedented demand.	SLT and Safeguarding/, SEND/Pastoral Teams	Moderate/ Low	Whilst external agency operating times have varied during the pandemic, ours have not and we have remained fully operational including during every holiday period, during the evenings and every weekend. This will only continue moving forward BUT I have real concerns about the sustainability of this as alluded to already in this working Risk Assessment should the demands over the past 19-month period continue for the duration of the 2021-22 academic year.
School workforce					

Arrangements for staff who are clinically vulnerable or extremely clinically vulnerable	High	SFR has communicated with all of our clinically vulnerable and extremely vulnerable throughout the 19-month pandemic period thus far. We have both consulted, as well as fully adhered to, all of the latest associated guidance, as well as taken on board and fed into our working plans the bespoke conditions and needs of all identified staff as well as their respective assigned medical specialists.	SFR/CWA	Low	Ongoing and will be amended on a bespoke basis as and when required and again, in conjunction with our associated staff members' and their assigned medical specialists. We also continue to conduct and keep up to date Risk Assessments for all of our CV and CEV staff (and students) and again, these are completed in collaboration with them as well as their clinical physicians. The latest DfE / PHE latest statutory guidance too of course and as is the case with all aspects of this whole academy Master Risk Assessment.
Arrangements for pregnant staff	High	Also all in order and as per our CV/CEV staff. This has been the case from the beginning and throughout the pandemic period as well. All individual working Risk Assessments are in place and being worked through on an individual basis with the staff member and SFR, and remain fluid subject to change as a result of DfE /PHE / LA input, or the individual colleague's bespoke circumstances.	SFR/CWA	Low	All staff who are currently pregnant will continue to be closely worked with, monitored and supported in terms of both their bespoke maternity plans, as well as any COVID-19 related Risk Assessments and associated protocols.
Governing boards and school leaders should have regard to staff (including the headteacher) work-life balance, mental health and wellbeing. Schools should ensure they have explained to all staff the measures they are proposing putting in place and involve all staff in that process.	High	All staff, as well as all other key groups of stakeholders, have been communicated with on a very regular basis throughout the COVID-19 pandemic period. This has been led by me personally and every single time a significant change or point in time has occurred, I have written to confirm as to what this / these are, whilst providing an explanation at the same time. I have also done the same via video messages, especially for our students and their families. Fair and reasonable expectations of staff have also been a key priority of ours to maintain throughout the pandemic period with very few, if any, directives issued but rather requests for staff support instead. As expected, staff have been brilliant and have volunteered and contributed in droves of every single occasion I have asked for their time and input! The Board of Trustees and Professional Associations have also been fully involved in all decision making processes every step of the way, as have our parents and carers and our students themselves.	CWA	High for the SLT and moderate to low for all other staff	The fair, clear and proportionate expectations on staff will only continue moving forward, as will the involvement in all decision making by the full SLT, Board of Trustees and Professional Association Representatives. Clear, open and regular communication with all stakeholders as to what these are will only continue moving forward and for as long as is deemed necessary, however, as I have clearly articulated to our Board of Trustees on a number of occasions, I have real concerns about the sustainability on everything schools are increasingly expected to do, and the massive demands continually placed upon them, with very little respite. I will continue to ensure this does not fully cascade down to all class teachers, support staff and middle leaders, but due to what I feel are ongoing unprecedented demands on school leaders, I am simply not able to shield my senior team especially from massive ongoing expectations anywhere near as much as I'd like to. Still, what I will ensure is that we'll continue to work in close collaboration whilst endeavouring to continue looking out for each other at the same time.
Schools may need to alter the way in which they deploy their staff, and use existing staff more flexibly to welcome back all students. Managers should discuss and agree any changes to staff roles with individuals.	High	All arranged, in place and working very well after our latest full return on Monday 8 March 2021, our return from the Easter break on Monday 12 April 2021, throughout the Summer term, including during the week long Summer School from 16-20 August 2021, and during the first half of the 2021-22 Autumn term, as it has done throughout the entire pandemic period to date.	CWA/SLT	Low	This will continue to be very carefully monitored and if deemed necessary, adapted according to need and any updated DfE guidance. Again, this would be fully communicated swiftly and clearly to all stakeholders as has been the case throughout the entire COVID-19 period thus far. It would also almost certainly be based on requesting voluntary support rather than a directive again, something that has only served us outstandingly well over the past 19 months.
Deploying support staff and accommodating visiting specialists					
Schools should ensure that appropriate support is made available for students with SEND. For example, by deploying Teaching Assistants and enabling specialist staff from both within and outside the school to work with students in different classes or year groups.	High	This has been in place and has occurred throughout the entire 19-month pandemic period thus far. It has also included support from associated external agency partners as and when deemed necessary, and when they have been operational or indeed, open for providing such support. This also included a significant amount of work with our September 2020 Year 7 and Year 12 cohorts throughout the first lockdown period and so	OBA/SEND Faculty/Pastoral Teams/SLT	Low	Additional LSAs and a further senior post have also been created and appointed in our SEND Faculty structure thus further ensuring our most vulnerable students – and their families - continue to receive very high quality, bespoke support, advice, guidance and signposting. This again, is primarily emanating from the academy's SEND Faculty and Pastoral Team due to the ongoing

		<p>as to ensure the best possible transition into Plume Academy despite the unprecedented national circumstances last Spring and Summer. Thousands of communications were made and logged primarily via telephone and email throughout the first and second lockdown periods, as well as actually over the full summer and Autumn 2020 periods, as well as the actual Christmas, February half term, Easter and May half term breaks as well.</p> <p>This is because some of our students and their respective families have remained anxious and as previously mentioned, despite the workload on and for our SEND Faculty and Pastoral Team remaining massive, and external agencies either having limited input or remaining totally closed, our teams have continued to work closely and relentlessly with our identified most vulnerable throughout the pandemic period thus far.</p>			<p>limited/remote input from the majority of our external partner agencies, even after both full returns for schools in the Autumn term and from Monday 8 March 2021 after our full return from the latest national lockdown period.</p> <p>Intensive transition work has also continued throughout the Summer 2021 term and formal break thus ensuring our 45 transitioning SEND Year 6 into 7 students have been provided with the best possible support from our SEND specialists in helping them to do so.</p>
Recruitment, supply teachers, peripatetic teachers					
Recruitment should continue as usual. We recommend that schools continue to recruit remotely.	High	<p>Recruitment has indeed continued as normal but primarily in a virtual capacity up until our return from the last full lockdown on Monday 8 March 2021. However, all safer recruitment and associated safeguarding and HR protocols continued to be fully adhered to at all times regardless of how we were conducting our recruitment process.</p> <p>The academy's associated working Risk Assessments have been fully adhered to when interviews have taken place in the academy, however, and again, these were extremely few in number up to 8 March 2021 and primarily conducted remotely. Still, since 12 April 2021 and the move through the Government's Stepped process of opening up the country, we have gradually increased the amount of in-person interviews to the point that from 1 September 2021, all have been in-person but whilst fully adhering to our ongoing strict COVID-19 protocols.</p>	SFR/CWA/TBA/RCL	Low	<p>This process remains under constant review and will primarily continue to be based on the latest DfE, PHE and Local Authority associated information, advice and guidance.</p> <p>This is also directly linked to continuing to ensure external visitors to either campus are restricted in terms of number and occasion, and as has been the case throughout the pandemic period thus far. However, and as stated, as the Government's COVID-19 restrictions have continued to decrease, the amount of in-academy interview days and visitors have increased, but again, only in line with the Government guidance throughout of course.</p>
When recruiting, schools must continue to adhere to the legal requirements regarding pre-appointment checks. We refer schools to part 3 of the statutory guidance 'Keeping Children Safe in Education'. During the Summer, safeguarding checks can be carried out remotely as set out in COVID-19: safeguarding in schools, colleges and other providers. From the start of the Autumn term, checks will revert to being carried out in person.	High	<p>To reiterate my previous points, all that is required from a statutory perspective has remained in place, been adhered to, is ongoing and as per established procedure in conjunction with all the latest HR, Safeguarding and DfE advice, guidance and legislation.</p> <p>A number of 'checks' and associated meetings have also taken place via our Safeguarding Trustee, a very high ranking specialist safeguarding Police Officer. The ensuing feedback has been most reassuring but also as expected. The associated dialogue and sharing of best practice between the education and Police profession with regards safeguarding policies, procedures and protocols has also been extremely productive.</p>	SFR/CWA	Low	<p>All such requirements and protocols will remain in place and follow the latest statutory guidance and legislation without exception.</p> <p>Regular safeguarding 'checks' and associated meetings will also continue with our Safeguarding Trustee who in turn reports back to our full Board of Trustees. However, additional safeguarding meeting between the me, our safeguarding Leads and our assigned Safeguarding Trustee have also taken place throughout the pandemic period, especially during key points of legislative change.</p>
Supply staff and other temporary workers can move between schools, but school leaders will want to consider how to minimise the number of visitors to the school where possible.	High	<p>Very strict protocols were put in place, remain in place and have embedded well. These have of course been devised whilst again, directly referring to the latest DfE, PHE and LA guidance.</p> <p>External visitors remain limited both during the day as well as in terms of external lettings and this has been the case since March 2020.</p> <p>Whilst being reviewed in an ongoing manner based on the ever-changing national legislation, we will not deviate from this unless the national guidance dictates otherwise.</p>	SFR/RSC/CWA	Low	<p>We have only needed very small numbers of supply staff throughout the Autumn term of the 2020-21 academic year and none whatsoever after our full return on Monday 8 March 2021. We only had four supply staff from that point but these Colleagues were long term and were with us for the full academic year, having been with us since at least 1 September 2020.</p> <p>Other supply staff have not been required as we covered any COVID-19 absences internally and despite the enormity of challenge posed by the COVID-19 period, staff absence has actually never been lower.</p>

Where it is necessary to use supply staff and to welcome visitors to the school such as peripatetic teachers, those individuals will be expected to comply with the school's arrangements for managing and minimising risk, including taking particular care to maintain distance from other staff and students.	High	To reiterate, our small number of supply staff as well as our peripatetic teaching staff (who have also been with us for many years) have, as was clearly explained but also, as was expected, continued to fully adhere to all COVID-19 related protocols and expectations.	SFR/CWA/PAD/TBA/LCR	Low	We have not used any external supply staff since our full return on Monday 8 March 2020, however, we will of course continue to review this on a daily basis moving forward.
Expectation and deployment of ITT trainees					
Schools should consider how they could host ITT trainees, and discuss with relevant ITT providers how this can be done flexibly and innovatively to help meet both school and trainee needs. Deployment decisions will need to take into account the skills and capacity of the trainees in question.	High	All in order, planned for meticulously and a full contingent of ITTs from our partner providers followed a full academy induction with other new staff, as well as a bespoke induction for their ITT programme. The senior and vastly experienced staff leading this course have embedded and established top-quality practice over time and will continue to cater for the needs of our ITT staff exceptionally well over the course of the 2021-22 academic year as they have done throughout the 19-month pandemic period thus far.	TBA/AGI/SCL	Low	Initially, group sessions were delivered both remotely as well as carefully spaced in the stage hall of our Fambridge Road Campus. However, just before October half term 2020, these sessions moved to remote ones. Since the move to Step 2 of the Government's approach to reducing COVID-19 restrictions, as from week beginning Monday 3 May 2021, in person ITT sessions started again in a very carefully managed and risk assessed manner, in the very large Stage Hall of our Fambridge Road Campus. All ITTs also, as part of their induction, were fully briefed as to how they were expected to 100% comply with all COVID-19 related protocols just like all of the academy's teaching and support staff. Thus far, they have adhered to them outstandingly well which is actually reflective of the real holistic high quality of this particular ITT cohort, and we expect nothing less from the new cohort that started in September 2021.
Staff taking leave and quarantine					
The Government has set a requirement for people returning from some countries to quarantine for 14 days on their return. We recommend that school leaders continue to discuss leave arrangements with staff. Where it is not possible to avoid a member of staff having to quarantine during term time, school leaders should consider if it is possible to temporarily amend working arrangements to enable them to work from home.	High	Staff were fully briefed on this key matter prior to both Summer breaks and have been provided with regular updates throughout the pandemic period. As a direct result, no teaching or support staff have needed to quarantine at any point in time over the past 19 months. Parents and carers have remained fully briefed on this matter too and other than a very few families at the start of the Autumn term 2020, we have not had any families who this statutory quarantine has needed to be applied or adhered to since.	CWA/SFR	Low	Whilst this will continue to be closely monitored, we do not expect this to impact on any of our staffing arrangements moving forward. We also expect this to be the same with regards our families too, however, the way they have come through to ask questions, seek advice and to basically ensure they have followed the right pathways has been outstanding throughout the entire COVID-19 period to date. The latest Government protocols in relation to this key matter were shared with our parents, carers and staff last during the first half of the 2021-22 Autumn term.
Safeguarding					
Volunteers: under no circumstances should a volunteer who has not been checked be left unsupervised or allowed to work in regulated activity. Mixing of volunteers across groups should be kept to a minimum, and they should remain 2 metres from students and staff where ever possible.	High	Volunteers in the academy continued to be very strictly limited up until Easter 2021. Of the very few volunteers who were allowed into the academy, the usual stringent safeguarding protocols, as well as our equally stringent COVID-19 protocols, were fully adhered to without exception. Since the start of the Summer term 2021, this was gradually increased directly in line with the ongoing DfE guidance and Government's Stepped process out of COVID-19 restrictions.	CWA/SFR	Low	As stated, these have been almost negligible throughout the pandemic period up until the start of the Easter 2021 break due to us vastly limiting the amount of visitors who come into our academy in general. As mentioned, this has been ever so slightly relaxed since the return from the last lockdown and with the gradual relaxation of the Government's COVID-19 restrictions, but whilst at all times, fully adhering to the latest national guidance and whilst ensuring strict COVID-19 protocols very much remain in place. External lettings started back in-full from 1 September 2021, however, they too will be expected to fully adhere to the academy's COVID-19 protocols and this working Master Risk Assessment.

Schools should consider revising their Child Protection Policy (led by their Designated Safeguarding Lead) to reflect lockdown periods as well as points students return in stages or in full.	High	COVID-19 Safeguarding Addendums / Policies have been in place throughout the entire pandemic and both lockdown periods. Also, the latest 2021-22 Safeguarding and Child Protection Policy sent out by the Essex Schools Safeguarding Manager at the start of the Autumn term has already been adopted by the academy including being ratified by the Board of Trustees in early September 2021.	OBA/CWA	Low but needs constant attention and interactive work with some of our families and, in some cases, external agencies	All other associated safeguarding policies will remain live working documents and be kept up to date and adhered to in line with only the latest statutory guidance and legislation as will always be the case at Plume Academy.
Designated Safeguarding Leads (and Assistants) should be provided with more time, especially in the first few weeks of any returns to school, to help them provide support to staff and children	High	For a number of years now and after ongoing investment since 2015, the academy has had four layers to its safeguarding team and all, as was the case throughout both lockdown periods, have worked in absolute cohesion, as well as throughout the entire pandemic period thus far. However, as has been the case in other key areas of our work, and has been highlighted on multiple occasions in this document already, we have had to work even harder on this key area and throughout the majority of the pandemic period due to many linked external agencies either being closed or offering a very limited service. To cut to the chase, only schools have remained fully operational, therefore, it has been schools – and my associated staff – who have had to pick up almost every single safeguarding situation that has arisen at certain points during the pandemic periodand there have been many. Therefore, whilst I have endeavoured to support this team of safeguarding / CP associated staff members as best as I have been able to, no matter what support or additional time has been provided, it has still seen them stretched beyond capacity and for the reason highlighted.	CWA/OBA/RCL	Moderate	We booked in the Essex Schools Safeguarding Lead / Manager and the Assistant Director of Education to conduct our start of year safeguarding refresher training over a three-hour period on the very first day of the 2020 / 21 academic year. Worryingly, even after schools returned en masse from the latest lockdown on a national scale, many external agencies did not and were – and are - still working in a remote and limited capacity. Therefore, the immense pressure on school-based safeguarding leads / practitioners has only continued as a direct result and as has been the case for the majority of the last 19 months. That is why I have also brought in a safeguarding consultant, an ex-Essex Headteacher with 17 years' experience as a Headteacher, to work alongside our safeguarding team/leads for three days a week. This will continue until the end of the Autumn term at the very least. The academy's safeguarding team and I also remain operational until very late every evening, throughout the weekends and during the holiday periods nowadays and especially since the pandemic began as that is what seems to be required of us by all stakeholders nowadays.
Communication with school nurses is important for safeguarding and supporting wellbeing, as they have continued virtual support to students who have not been in school.	High	Myself, RCL, OBA, LPE, the Campus Leads and HoYs / AHoYs have endeavoured to maintain constant communications with our assigned school nursing team throughout the pandemic period thus far, especially during both lockdowns, and whilst continuing to broker constant dialogue with our students / families who have continued to need their input and support.	CWA/RCL/OBA/JEV/AST	Moderate	Like many other external agencies during both lockdowns, this team has also stated it could not continue with the same level of service due to the ongoing COVID-19 period which in turn, had a detrimental impact on a number of our open / assigned cases. This is also whilst the academy and our team of staff has remained fully operational and working longer hours than ever. A significant reason for this last statement is due to having to try and 'plug the gaps' left by the closure / restricted external support offered by our associated external partners. Still, our respective teams have been absolutely phenomenal as well as somewhat relentless in attempting to do so. Hopefully, these external teams will also now return in full.
Catering					

We expect that kitchens will be fully open as soon as students return from lockdown, and normal legal requirements will apply about provision of food to all students who want it. This very much includes for those eligible for benefits-related free school meals.	Moderate	Normal and full food service and delivery was established at the start of the Autumn term 2020, from the return from the last national lockdown Monday 8 March 2021 and will remain the case and in place across both campuses moving forward. All canteen areas also had deep and enhanced cleaning during both lockdowns and after every full sitting throughout the pandemic period. FSM families have also continued to receive FSM vouchers during every single holiday period as organised by RSC including the last October 2021 half term.	RSC/PFL	Low	Students continue to be guided to sanitise prior to entering any canteen area and have to wear face coverings whilst lining up for each campus canteen. At our Mill Road Campus, students all line up in year group bubbles only at both break and lunchtime too. Seating in both canteens also remains forward facing only and this is where students can remove their face coverings.
Estates					
We do not consider it necessary for schools to make significant adaptations to their site to enable them to welcome all children back to school. We also do not think schools will need to deliver any of their education on other sites because class sizes can return to normal and spaces used by more than one class or group can be cleaned between use.	Moderate	MRC and FRC will remain as they are and until the COVID-19 restrictions are fully removed in terms of structures and layout but with enhanced cleaning rotas, including daytime housekeepers, remaining in place across both campuses. Also, one-way systems, forward facing seating where possible, full ventilation in all classrooms, team bases and teaching areas, sanitiser, antibacterial spray and tissues in all areas, and additional COVID-19 related clear signage in classrooms, toilets, team bases and staff rooms.	CWA/RSC	Low	All of this has worked very well through the pandemic period thus far and as a direct result of our students and staff fully adhering to our now embedded COVID-19 protocols. Direct evidence to support this is via low number of actual positive cases that have emanated in the academy, even at a time when the Maldon District saw one of the largest caseload increases in the entire country (late Autumn 2020).
Following a Risk Assessment, some schools may determine that small adaptations to their site are required, such as additional wash basins. This will be at the discretion of individual schools, based on their particular circumstances.	Moderate	After ongoing meetings and huge amounts of time discussing matters to date, the SLT and I still do not deem it necessary to change or add anything significant at either campus other than what has already been highlighted and listed in this working Master Risk Assessment. Again, one of the main reasons for this relates to just how well our students and staff have adhered to our core COVID-19 protocols over the course of the last 19-months.	CWA/SLT	Low	Nevertheless, as has been the case throughout the pandemic period thus far, this will continue to be very carefully monitored and, if necessary, adapted according to need and / or any updated relevant guidance.
It is important that, prior to reopening after a full national lockdown, all the usual pre-term building checks are undertaken to make the academy safe. If buildings have been closed or had reduced occupancy during the COVID-19 outbreak, water system stagnation can occur due to lack of use, increasing the risks of Legionnaires' Disease.	High	Our site team continued to run the necessary legislation required checks throughout both lockdown periods. Therefore, all has remained in full working order and as required by law prior to our students full returns in both September 2020 and March 2021.	RSC/TCL	Low	Again, huge amounts of additional deep cleaning, maintenance and decoration has occurred throughout both lockdown periods as well so as to ensure not only were our stakeholders returning to a spotlessly clean and safe environment, but from a mental health perspective, a familiar environment that has never looked better! This was also the case after another Summer of hard work across both campuses and as we embarked on the 2021-22 academic year.
Once the academy is back in full operation, again, it is important to ensure good ventilation.	High	Staff have continued to be instructed to keep all doors and windows open throughout the working day. The SLT and I have continued to closely monitor and check on this on a daily basis and so far, absolutely fantastic compliance has occurred. I have also instructed all corridor windows to be opened at the start of each working day across both campuses and again, this has occurred throughout the entire pandemic period, even when only critical and vulnerable students have been in the academy and when the weather has been far from conducive.	CWA/ Site teams	Low	The site team have also ensured enough door wedges were cut and put in every single room throughout the academy and across both campuses to assist with doors remaining open. They also ensured the heating was kept on across both campuses until the Easter break 2021, again, even during lockdown periods and where there was very limited attendance, in an attempt to assist with regulating room and campus temperatures whilst maintaining all-important air quality and ventilation at the same time. The heating has also been put back on at the start of Autumn 2 and as we move into the colder, darker, wetter Winter months.
Educational visits					
Overnight / overseas trips and visits.	High	TBA, our EVC, has continued to guide communication regarding the expectations relating to trips and visits and in conjunction with me as his direct line manager and the academy's overall lead. This has been	TBA/CWA	Low	Ongoing and the latest DfE and Local Authority guidance will continue to be both noted as well as fully adhered to by the academy and through TBA as our EVC in

		throughout the pandemic period and through every single statutory change along the way of which there have been many!			conjunction with me as his direct line manager and as the academy's overall lead.
Schools should also make use of outdoor spaces in the local area to support delivery of the curriculum.	Moderate	This will continue to be considered as part of each faculty area's curriculum and will be driven by their respective Risk Assessments as well as this whole academy working Master Risk Assessment. We have driven the use of outdoor space throughout the pandemic period, particularly in those subjects where it is most conducive like PE, however, looking to use outdoor areas outside of academy grounds brings with it its own risk linked to moving students to and from venues and all the potential risks this alone brings.	CWA/TBA/FLs	Low	Nevertheless, this will still continue to be considered and discussed moving forward and whilst we still remain in a pandemic period at the same time of course. Also, and as will always be the case, whilst referring and fully adhering to the latest advice and guidance from the DfE, PHE and LA.
School uniform					
We would encourage all schools to return to their usual uniform policies after the return from each lockdown period. Uniforms do not need to be cleaned any more often than usual, nor do they need to be cleaned using methods which are different from normal.	Moderate	Established expectations regarding uniform and previously embedded standards and expectations were clearly reiterated in multiple stakeholder communications in the summer holiday period of 2019-20, and as expected, our students came back looking better than ever after the September 2020 return. After the further full return on Monday 8 March 2021, whilst I said regular uniform applied once again, due to looking to ensure at least good ventilation in every room of the academy, I said that until the end of the Spring term, outdoor garments could still be worn in addition to academy uniform on the corridors as well as in classrooms. The academy's heating systems were also kept on as was the case since October half term, thus further supporting our objective on maintaining at least good ventilation as well as a conducive teaching and learning environment. Throughout the Autumn term, upon our further full return from the last lockdown period on Monday 8 March 2021 and at the start of the 2021-22 Autumn term, I also continued to allow students to come into the academy in their PE kits on the days they have PE or Dance with the objective of looking to significantly reduce the number of students in any of our changing areas at any one time. This has also continued to work very well and in essence, further mitigate the risk that COVID-19 transmission poses, and has also continued to be very well received by students and our families alike.	RCL/JEV/AST	Low	After the Easter break, a full return without outdoor garments not being worn indoors occurred although we will continue to closely monitor this along with all other aspects of our COVID-19 protocols and in association with the continually updated key guidance documents. This was of course fully communicated to our students, parents and carers with plenty of prior notice and by me as well as our campus leads, JEV and AST. It was also further communicated to our stakeholders via the usual channels throughout the Government's stepped process culminating on Monday 19 July 2021. As from 1 November 2021, as communicated with the academy's parents/carers, staff and students, so as to ensure optimum ventilation throughout both campuses, I will be allowing students and staff to wear outdoor coats/hoodies in classrooms and whilst walking around the academy.
Schools should consider how student non-compliance is managed, taking a mindful and considerate approach in relation to parents who may be experiencing financial pressures.	Moderate	Established protocols built on excellent relationships have remained in place throughout the entire pandemic period thus far with regards this matter and again, as per usual, cases have been managed on a bespoke basis with PPG students supported by Learning Credits and our PPG Coordinators. All other situations have been carefully, tactfully and professionally managed by our pastoral and SEND teams again, throughout the entirety of the pandemic period.	Pastoral Team/OBA/JFR/JWI/RSC	Low	This will only continue for as long as is required and so as to ensure our expected protocols are met whilst those who need additional support for this to be the case continue to be catered for and looked after at the same time.
Extra-curricular provision					
Schools should consider resuming any breakfast and after-school provision, where possible, after returning from each lockdown period.	Moderate	This occurred on both full returns and whilst fully adhering to all of the latest associated guidance from the DfE, PHE, LA and the relevant sports' Governing Bodies. After the last full return on 8 March 2021, a full extra-curricular PE programme, breakfast clubs on both campuses and revision / enrichment / homework clubs were set up and put back in full operation but again, whilst fully adhering to our own COVID-19 protocols, as well as the key related associated external information, advice and guidance.	CWA/ JAI/FLs/RSC	Low	We will only continue to be fully guided by the latest associated guidance from the aforementioned key authorities and Governing Bodies. These in turn will allow us to safely and legally progress such additional enrichment activities.

Schools should carefully consider how they can make such provision work alongside their wider protective measures, including keeping children within their year groups or bubbles where possible.	High	As well as adhering to the aforementioned and now embedded COVID-19 protocols, our cross-campus extra-curricular activities when they resumed once again, as stipulated by the latest, DfE guidance, also continued to fully adhere to every single Governing Bodies own COVID-19 protocols and timelines. Extra-curricular activities also continue to be conducted in year group bubbles only as does the teaching of all our students on a daily basis. At break and lunchtime too via year group zoning across both campuses, however, inter-school fixtures have now started back up in conjunction with the latest Government/DfE/Governing Body steps.	JAI/AST/FLs	Low	We will only continue to be guided by the latest DfE and Governing Body guidance and protocols from a PE/sport perspective as has been the case throughout the entire pandemic period. However, from the start of the Autumn term 2021-22, we have kept all of the previous COVID-19 protocols from last term in place for the time being even though the majority are now not required according to the latest DfE guidance.
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Section 3: Curriculum, behaviour and pastoral support					
Action to be taken	Risk before action has been taken – High/ Moderate/ Low	Actions implemented	Responsible	Risk after action has been taken – High/ Moderate/ Low	Further actions /comments
Curriculum - key principles:					
Education is not optional: all students should receive a high-quality education that promotes their development and prepares them for the opportunities, responsibilities and experiences of later life.	High	A full, broad, rich, diverse and balanced curriculum has been offered to all students throughout the pandemic period including throughout both full lockdown periods. It is very important to note that this has been whilst embedding, and fully adhering to, our firmly established COVID-19 protocols by students and staff alike.	CPR/MBE/TBA/FLs	Low	Whilst we were pleased with the holistic provision we offered during lockdown one and from March to June 2020 (and prior to all Year 10 and 12 returning for the last half term of the 2019-20 academic year), we were particularly proud of the curriculum offered and delivered in both the Autumn term 2020 as well as throughout the last lockdown period from January to March 2021. This only proved to be the case, however, because of the massive amount of hard work put in by a significant number of staff led by a core 'Remote Education Programme Working Party' working team from April 2020 onwards. This work is still continuing of course and since our students' last full return. This is for multiple reasons including ensuring it is ready to go 'at the flick of a switch' as was the case when the last no-notice national lockdown was announced on Monday 4 January 2021. Also, to ensure those students who have to self-isolate or who remain anxious about returning continue to be able to access a full curriculum and don't subsequently miss out and fall behind.
The curriculum remains broad and ambitious: all students continue to be taught a wide range of subjects, maintaining their choices for further study and employment.	High	As above and for all year groups, all identified cohorts, across both campuses and for all subject areas. Our CEIAG offer also continues to progress exceptionally well and this has been the case during any lockdown period as well. This is one of the real benefits of appointing a whole academy CEIAG lead thus ensuring our students continue to be guided in the right direction when it comes to the next steps of their education, employment or training, and why over 500 of our students successfully progressed onto the next stage of their education, employment or training in the summer of 2020 despite the vast majority not actually being in the academy since mid-March 2020. In March 2021, we also completed an excellent remote / virtual 'National Careers Week' as highlighted in detail in the relevant section of our website and attended by hundreds of academy stakeholders.	TBA/SLT/BME/FLs	Low	To reiterate, whilst we remain in a face-to-face capacity, we are continuing to develop our remote education platform behind the scenes and primarily for the reasons highlighted above.

		In the Summer of 2021, another 500 of our Year 11 and 13 students also successfully progressed onto the next stage of their education, employment or training after also successfully working an extremely demanding and unprecedented Teacher Assessed Grades process. NEET figures for the 2020-21 cohort were also negligible and our lowest ever.			
Remote education, where needed, is high quality and aligns as closely as possible with in-school provision: schools and other settings continue to build their capability to educate students remotely, where this is needed.	High	A comprehensive remote education timetable was in place for the vast majority of both lockdown periods for all students. Shielding/self-isolating/anxious students also continued to be catered for and continued to be able to access a full remote education programme as they have been able to throughout the vast majority of the pandemic period.	CPR/MBE/FLs	Low	A high quality remote education programme will remain in place for any self-isolating/shielding students, as well as be ready to switched to should a further national lockdown occur.
Curriculum - key expectations:					
Substantial modification to the curriculum may be needed so teaching time should be prioritised to address significant gaps in students' knowledge with the aim of returning to the school's normal curriculum content by no later than summer term 2021.	High	Detailed, bespoke curriculum and assessment plans were devised and implemented at the start of the Autumn term 2020 across all key stages, with the same happening after our last full return on Monday 8 March 2021. However, this only continued on from an extremely robust remote curriculum that was established and followed throughout the entire last lockdown period as well as for most of the first lockdown period.	TBA/CPR/FLs	Low	A great deal of hard work by the academy's Faculty Leaders has also occurred in the Spring term 2021 in terms of further updating the academy's curriculum plans for the summer term 2021 and 2021-22 academic year. These have now been placed in the relevant section of the academy's website as working documents.
Curriculum planning should be informed by an assessment of students' starting points and addressing the gaps in their knowledge and skills, in particular making effective use of regular formative assessment (for example, quizzes, observing students in class, talking to students to assess understanding, scrutiny of students' work) while avoiding the introduction of unnecessary tracking systems.	High	As above.	TBA/FLs	Low	The academy's curriculum plans and associated assessment framework will continue to be monitored, discussed and reviewed on a regular basis primarily by Faculty Leaders, but very much in association with their SLT line managers, with TBA overseeing all academy curriculum-related matters. This will of course also continue to be regularly scrutinised by the academy's Board of Trustees via a number of sub and full committees.
Schools may consider it appropriate to suspend some subjects for some students in exceptional circumstances. Schools should be able to show that this is in the best interests of these students and be subject to discussion with parents and carers too. They should also have a coherent plan for returning to their normal curriculum for all students by the summer term 2021.	High	A full, broad, rich and balanced curriculum has continued to be offered to all students for the vast majority of the pandemic period but especially since the first day of the Autumn term 2020, throughout the second lockdown period as well as since the further full return on Monday 8 March 2021. It will also continue to be offered as we progress through the 2021-22 academic year.	TBA/FLs	Low	As above.
Relationships, Sex and Health Education (RSHE) for secondary aged students becomes compulsory from September 2020, and schools are expected to start teaching this in full by the start of the Summer term 2021 at the very latest.	High	After a great deal of hard work throughout the Summer term of 2020, the academy started delivering a full and comprehensive RSHE age-related curriculum to all students at the start of the Autumn term 2020. This has been tremendously well led by our Personal Development lead, very well supported by our MRC and FRC Campus leads.	JCO/JEV/AST/RCL	Low	This also continued throughout the last lockdown period and via our full and comprehensive remote education programme.
For students in Key Stage 3, the curriculum should also remain broad from Year 7 to Year 9 so that the majority of students are taught a full range of subjects over the year, including Sciences, Languages, Humanities, the Arts, PE, RE and RSHE. For students in Year 7, it may be necessary to address gaps in English and Mathematics by teaching essential	High	A full, broad and balanced curriculum was offered to all students from the first day of the Autumn term 2020. This was whilst adhering to COVID-19 protocols at all times. Despite going into a further national lockdown on 4 January 2021, this continued via our robust remote education programme, has continued after our further full return on Monday 8 March 2021, throughout the Summer term 2020 and continued into the 2021-22 academic year.	TBA/FLs	Low	Subject-specific bespoke assessments have also occurred thus ensuring student progress and gap analysis has occurred throughout the Autumn term 2020, during last lockdown period and after our further full return on 8 March 2021.

knowledge and skills from the Key Stage 2 curriculum.					
Specific points for Key Stages 4 and 5					
The vast majority of students in Years' 10 and 11 are expected to continue to study their examination subjects.	High	A full, broad, rich, diverse and balanced curriculum has been offered to all students for the majority of the pandemic period thus far. Again, this is whilst continuing to fully adhere to our robust COVID-19 protocols based on the latest DfE, PHE and LA advice and guidance.	TBA/FLs	Low	This will only continue for our new and current Years' 10 and 11 as they progress through the 2021-22 academic year.
In exceptional circumstances, it may be in the best interests of a Year 11 student to discontinue an examined subject. School leaders are expected to make such decisions in discussion with the student and his/her parents/carers in question as well as being informed by ongoing assessments of a student's progress and wellbeing,	High	As has been the case for many years now, and prior to the pandemic period, this will continue to be managed on a case-by-case and bespoke basis with what is best for the individual student being the ongoing common denominator.	CWA/RCL/AST	Low	This embedded and student-centred approach will only continue moving forward and remain in place as it has been for many years now.
Schools are expected to review any plans for early entry among Year 10 pupils in summer 2021.	N/A	N/A at present.	CWA/RCL/AST	N/A	This will continue to be reviewed and discussed on a regular basis via faculty as well as SLT line management meetings.
Students in Years' 12 and 13 are more likely to undertake self-directed study, but may still need additional support.	Moderate	As previously stated, a full, broad, rich, diverse and balanced curriculum has been offered to all students throughout the vast majority of the pandemic period. This is whilst adhering to COVID-19 protocols where possible. Years' 12 and 13 have self-study built into their timetables already and like students in Key Stages 3 and 4, will always receive additional support be it from an academic or pastoral perspective as and when deemed necessary, or when requested.	RCL/CBA/API	Low	Additional support, again, as has always been the case, will continue to be offered to College students via a number of channels and when deemed necessary. This has remained in place whether the academy has been fully open or closed to the majority of students and remote support has been in place.
Schools should note that there may be an additional risk of infection in environments where stakeholders are singing, chanting, playing wind or brass instruments or shouting.	High	Essex Music have continued to release clear protocols / Risk Assessments which Plume Academy has fully adhered to and after devising its own bespoke associated Risk Assessment which has remained fluid throughout the pandemic period thus far. Academy assemblies have remained virtual throughout the pandemic period and this continues to be the case as we progress through the 2021-22 academic year despite the latest DfE guidance stating otherwise.	PAD/RCL	Low	As with all matters referred to in this COVID-19 Master Risk Assessment, this will continue to be reviewed and adapted as and when the respective guidance changes/dictate
Physical activities					
Schools have the flexibility to decide how Physical Education, sport and physical activity will be provided whilst following the measures in their system of controls. Students should be kept in consistent groups, sports equipment thoroughly cleaned between each use by different individual groups, and contact sports avoided.	High	The PE Faculty have had their own robust, working Risk Assessment in place since the summer term of 2020 and ever since Years' 10 and 12 returned. This became a great deal more detailed upon our students first full return in September 2020 and has remained a live working document ever since. Restrictions have been increasingly relaxed and pathways for extra-curricular clubs and even inter-school fixtures returned after our return from the Easter break 2021 and as the Government's roadmap out of lockdown progressed. As we have progressed through the 2021-22 academic year to date, a full and comprehensive programme of extra-curricular activities and fixtures are in place but in single year groups only still.	JAI/AST	Low	A robust working PE Faculty Risk Assessment remains in place and we will continue to stringently adhere to this and the latest DfE, PHE, LA and individual sporting Governing Bodies advice and guidance as long as any form of national and associated restrictions apply.

Outdoor sports should be prioritised where possible, and large indoor spaces used where it is not, maximising distancing between students and paying scrupulous attention to cleaning and hygiene.	High	Again, the PE Faculty having devised their own robust working Risk Assessment in conjunction with the Senior Leadership Team and I, have continued to stringently adhere to this throughout the pandemic period to date. This has very much included: year group curricular and extra-curricular lessons and clubs only, working outside or in large spaces only as often as possible, allowing students to attend the academy on the day they have PE (or Dance) in their PE kits thus also avoiding large numbers in all of our changing room areas across both campuses, and having a clear, robust programme of cleaning and wiping equipment down at the end of every lesson thus ensuring the next groups have sanitised / cleaned equipment.	JAI/AST	Low	The PE Faculty will continue to fully adhere to these stringent protocols for as long as necessary and in full conjunction with this whole academy Master Risk Assessment as well as the latest DfE, PHE, LA and Governing Body guidance.
Schools are able to work with external coaches, clubs and organisations for curricular and extra-curricular activities where they are satisfied that this is safe to do so. Schools should consider carefully how such arrangements can operate within their wider protective measures.	High	Up to 12 April 2021, the academy did not bring in any external coaching or visiting teams when national guidance dictated this should be the case and regardless of this, our own whole academy and PE Faculty Risk Assessments have kept this to an absolute minimum throughout the pandemic period up to the end of the Spring term 2021. This had very much continued to follow the whole academy Master Risk Assessment which kept all external visitors to an absolute minimum except for those whose presence on either campus is an absolute necessity and directly related to external professionals such as our School Nurse, Social Workers, a physio for our four PNI students and fire alarm system testers. Throughout the pandemic period, and very much including the Autumn term 2020, and up to the end of the Spring term 2021, these stringent protocols very much remained in place. However, and again, since the return from the Easter break, in accordance with the latest DfE and Governing Bodies advice and guidance, more contact sport was put in place including via extra-curricular clubs and the arranging of external fixtures. All large meetings remain virtual including year group assemblies and whole staff meetings, however, as a result of the same aforementioned reduction in COVID-19 restrictions via the Government's stepped approach, most smaller meetings have started to occur in person.	CWA/SLT/JAI/AST/FLs/Trustees	Low	All of this has remained, and will continue to remain, under constant review and will be dictated by the latest advice and guidance from the Government, DfE, PHE, LA and any other associated high-level literature, including from individual Governing Bodies.
Activities such as active miles, making break times and lessons active and encouraging active travel help enable students to be physically active while encouraging physical distancing.	High	This has continued to be positively encouraged throughout the pandemic period by me personally as well as our Pastoral Teams and PE Faculty. This has been via emails, letters, virtual assemblies, Twitter videos / messages as well as in-person.	CWA/JAI/AST/Pastoral Teams	Low	These messages and actions only continue and will do so for as long as is deemed necessary, however, our drive on 'healthy lifestyles' has been in operation for many a year and regardless as to whether we are in a pandemic period or not, this will only continue moving forward, regardless.
Catch-up support					
This one-off grant funding will be paid to all state-funded primary, secondary and special schools in the 2020 to 2021 academic year. Whilst headteachers will decide how the money is spent, the Education Endowment Foundation has published guidance on effective interventions to support schools. For students with complex needs, we strongly encourage schools to spend this funding on catch-up support to address their individual needs.	High	As can be viewed in the policies section of our website, a detailed working 'Catch-Up Premium Expenditure Document' can be viewed clearly highlighting our bespoke plans and ongoing actions to utilise every penny of the funding provided moving forward.	CWA/SLT/FLs	Moderate/Low	As with all such documents, this will remain a live working document with any updates also published as per statutory guidance. Discussions with regards the theme and concept of 'catch-up' also remains an ongoing SLT focus as well as continues to be discussed in all SLT line management meetings and SLT line management meetings with the Faculty Leaders they line manage.

Alongside this universal offer, we will roll out a National Tutoring Programme, with significant additional funding attached, which will aim to deliver proven and successful tuition to the most disadvantaged and vulnerable young people, with the aim of accelerating their academic progress and preventing the gap between them and their more affluent peers widening. The evidence shows that tutoring is an effective way to accelerate learning, and we, therefore, believe a targeted tutoring offer is the best way to narrow the gaps that risk opening up due to attendance at school being restricted.	High	After I set up a three-strong SLT and supporting Head of Year Working Party to delve deeply into this offer, after registering for the NTP and then becoming involved in lengthy discussions with a number of validated external providers, after continuing to discuss this at length in a number of full SLT meetings, we continue to have many concerns about what is being offered by these external organisations. This is primarily in terms of actual quality and calibre of provision and as they themselves have stated, quite simply, they are struggling to attract and employ tutors who offer a high-quality delivery. They have also stated we will not be in a position to quality assure what is offered if we pursue such a route, and for obvious reasons, this too only raises its own associated concerns. Therefore, until this current picture improves, the academy will continue with its own numerous internal programmes including the appointment of its own high-quality advocates in English, Mathematics and Science. We also wrote to a very high-calibre field of 20 ex-Plume Academy College students inviting them to apply to become tutors in Maths and English after which 16 replied, were interviewed and subsequently appointed as tutors for the start of the second half of the Summer term 2021.	NTP Working Party	TBC	As an SLT, we will of course continue to keep this as a working agenda item and will progress matters more formally IF what is offered at present improves on what is available at present. Until then, we will continue to utilise our own staff, our own College students and our own former students to run our internal catch-up programmes.
Student wellbeing and support					
Schools should consider the provision of pastoral and extra-curricular activities to all students designed to: - support the rebuilding of friendships and social engagement - address and equip students to respond to issues linked to COVID-19 - support students with approaches to improving their physical and mental wellbeing.	High	The academy already has an extremely strong and student-centred pastoral and support staff provision in place. We also have an excellent SEND Faculty and established DSL Team and they have remained incredibly proactive throughout the pandemic period thus far, including throughout both lockdown periods. This also continued to be the case during evenings, weekends and holiday periods where an increasing number of students, parents, carers, family members, members of the local community AND external agencies were turning to us – and still are - for support, information, advice and guidance IN THE FIRST INSTANCE. The fact that many external agencies have been closed or had extremely reduced operational activity during the pandemic period, especially during both lockdown periods, has been a significant factor with regards this increasingly being the case. Our robust and detailed Personal Development curriculum / programme, including ongoing detailed written and verbal support for parents and carers, has also continued throughout the entire pandemic period, again, including throughout both lockdown periods, as has our packed extra-curricular programme, but whilst also fully adhering to the latest DfE, PHE, LA and Governing Bodies advice and guidance.	Pastoral/SEND/DSL and SLT Teams	Moderate/Low	Such highlighted detailed and additional support and extra-curricular provision will only continue moving forward, pandemic period or not!
Schools should also provide more focused pastoral support where issues are identified that individual students may need help with, drawing on external support where necessary and possible. Schools should also consider support needs of particular groups they are already aware need additional help (for example, Children in Need), and any groups they identify as newly vulnerable on their return to school.	High	The academy already had an extremely strong and student-centred pastoral, SEND Faculty and DSL Team in place prior to the lockdown period supporting our students needs not just when we had loco parentis but increasingly so, outside of loco parentis. Not only has this continued during the pandemic period, it has somehow massively increased, especially during both significant lockdown periods and for those who we identified were most in need ...and of which there were many. This was also at a time when the input and operational practice of the vast majority of external agencies either ceased or was drastically reduced thus leaving schools as the only real fully operational frontline provision. Support occurred via email, telephone call, actual home visits, signposting where possible, providing vouchers, laptops, food deliveries as well as constant advice and guidance to those – and there have been many – who were, and have, clearly struggled.	Pastoral/SEND/DSL and SLT Teams	Moderate/Low	We have also continued to provide a massive amount of bespoke care to hundreds of current and new students (over 300 new Year 7 students and 15 new College students joined us mid-pandemic) throughout the lockdown period. This has continued to include utilising and making referrals to external partners and agencies as and when deemed necessary, however, and as clearly highlighted here, our ability to do this has remained extremely restricted due to their operational practices remaining extremely limited for the vast majority of the pandemic period. This robust, comprehensive and bespoke academy-centred support remains in place and will remain in place moving forward and as we progress through the 2021-22 academic year.
Behaviour expectations					

Schools should consider updating their behaviour policies with any new rules/policies, and consider how to communicate rules/policies clearly and consistently to staff, students and parents, setting clear, reasonable and proportionate expectations of student behaviour.	High	Me, Mrs Clark, the Campus Leads and Pastoral Teams have continued to communicate with all stakeholders to reinforce behavioural standards and expectations prior to both full returns, as well as throughout the Autumn term 2020, and since the return from the last full lockdown in March 2021. This has been via letter, emails, video messages, tweets, newsletters and virtual assemblies. Behaviour Policy Addendums have also been in place throughout both lockdown periods relating to virtual learning expectations as well as for those who have continued to come into the academy during both lockdown periods.	CWA/RLS/JEV/ AST/Pastoral Team	Low	The students and our parents and carers have responded well to these clear and fair guidelines and parameters, However, much stricter uniform standards and expectations were laid out for the start of the Summer term 2021 after we relaxed these after our students' full return primarily to mitigate COVID-19 associated risks relating to ventilation and changing room capacities during the Autumn, winter and early Spring months of 2020-21 when the weather was not as conducive as it has been since the return from the Easter break 2021. However, as from 1 November 2021, I will be allowing students and staff to wear coats and hooded garments indoors and on the corridors again as doors and windows remain open so as to ensure optimum ventilation. This is highly likely to be until March 2022.
Schools should set out clearly at the earliest opportunity the consequences for poor behaviour and deliberately breaking the rules and how they will enforce those rules including any sanctions.	High	Again, me, Mrs Clark, the Campus Leads and Pastoral Teams have continued to communicate with all stakeholders to reinforce behavioural standards and expectations. Again, Behaviour Policy Addendums have also been in place throughout both lockdown periods and we have implemented our Behaviour Policy – Addendum or not – as and when required throughout the pandemic period thus far.	CWA/RLS/JEV/ AST/Pastoral Team	Low	Again, the vast majority of our students have behaved fantastically well throughout the pandemic period thus far and as expected. However, those that haven't, despite our explicitly stipulated standards and expectations, have been sanctioned accordingly, albeit fairly. This will only continue to be strongly, but again, fairly, applied moving forward.
Schools will need to work with staff, students and parents/carers to ensure that behaviour expectations are clearly understood, and consistently supported, taking account of individual needs and should also consider how to build new expectations into their rewards system.	High	As above.	CWA/RLS/JEV/ AST/Pastoral Team	Low	As above.
Schools should work with those students who may struggle to re-engage in school and are at risk of being absent and/or persistently disruptive, including providing support for overcoming barriers to attendance and behaviour and to help them reintegrate back into school life.	High	We have worked tirelessly with our students and their families throughout the pandemic period thus far and this has very much included working with those students/families who have remained anxious about returning after both lockdowns, as well as those who have struggled to adapt to our long-established behaviour standards and expectations. As a result, attendance after both national lockdown returns has been around the low 90s% mark, and we have only had to sanction small groups of students who, despite our efforts, have not adhered to what has been regularly, as well as very fairly, asked of them – the vast majority have as they always have done and always do.	CWA/RLS/JEV/ AST/Pastoral Team	Moderate/Low	This will continue to be closely monitored moving forward and bespoke support will be provided on each and every occasion and when deemed necessary. Clear, proportionate and fair sanctions will, however, continue to be administered as and when deemed necessary and for a whole host of very important reasons.
Schools will need to work with local services (such as health and the local authority) to ensure the services and support remain in place for our students.	High	We have continued to fully adhere to the constant guidance from the DfE, PHE, LA and many other external agencies throughout the entire pandemic period. This is at a time when the vast majority have, however, remained remote, limited or even closed when schools never have.	CWA/RLS/JEV/ AST/Pastoral Team	Moderate/Low	This will only continue moving forward and every key external agency piece of information, advice and guidance will be looked at, considered and when deemed appropriate, or statutory of course, adopted into our own working practices – practices that have kept this academy and its stakeholders safe, operational and progressive throughout the entire 19-month pandemic period to date.

Section 4: Assessment and accountability					
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Action to be taken	Risk before action has been taken – High/ Moderate/ Low	Actions Implemented	Responsible	Risk after action has been taken – High/ Moderate/ Low	Further actions /comments
Inspection and accountability					
For state-funded schools, routine Ofsted inspections will continue as from the start of the Autumn term of the 2021-22 academic year.	Moderate	The academy will, as always, fully adhere to the protocols and expectations related to any visit by Ofsted and remain fully prepared for any such visit at the same time.	CWA/SLT/Trustees	Low	
Performance tables were of course suspended for the 2019/20 and 2020-21 academic years, and no school or college will be judged on data based on exams and assessments from both of these years. Until the new data release is available, all those working with schools, including Ofsted and DfE regional teams, should refer to the 2019 data. The Department for Education will continue to use 2019 data as a starting point for any conversation about support for schools with Ofsted judgements below good.	Moderate	The academy will, as always, fully adhere to the protocols and expectations related to any visit by Ofsted. The academy has very detailed 2017-2019 data ready for discussions with Ofsted or any other external high-level visitor should the need arise, however, we also have our own internal data relating to 2020 and 2021 outcomes and student progress during the pandemic period to date as well should this also wish to be looked at/scrutinised.	CWA/SLT/FLs	Low	Our own internal assessment framework will only continue to be developed moving forward as will our formulation of data as a direct result of what is input.
Exams					
GCSEs and A levels will also not take place in summer 2021 and will be replaced with a 'Teacher Assessed Grades' process	High	I formed a TAGs Working Party as I did last year by way of a CAGs Working Party, who led on all TAGs working matters after some clear, initial input and communications from me with regards what was initially set out by Ofqual and the DfE. This was via letter, email, videos, Twitter and virtual assemblies. The TAGs Working Party communicated a clear working timeline but, like schools nationwide, this had to be constantly updated as we were drip-fed further key information from the DfE, Ofqual and the JCQ with regards necessary protocols and external assessments to use; how to use them too.	TAGs Working Party	Low	The TAGs WP also continue to oversee the six appeals that emanated from the Summer 2021 results – 0.1% of the near 3,600 grades eventually submitted and distributed. This was at Stage one of the process only with zero appeals progressing to Stage two of the process and where matters were referred to individual examination boards. Understandably, as was the case with the CAGs process last year, we were extremely proud of this as to me, it totally reflects the quality of the work done throughout both processes over the past two years by the academy's teaching staff.
There will also be an exam series taking place in Autumn 2021. Ofqual has confirmed these exams will be available in all subjects.	Moderate	The Autumn term 2021 programme was devised and has commenced based on the final definitive information from Ofqual.	RCL/Exams Team	Low	The Autumn term arrangements / logistics were communicated to associated stakeholders as soon as we have the final definitive information from Ofqual, digested it and then devised our own bespoke exams programme which again, has now commenced.

Section 5: Contingency planning for outbreaks					
Action to be taken	Risk before action has been taken – High/ Moderate/ Low	Actions implemented	Responsible	Risk before action has been taken – High/ Moderate/ Low	Further actions / comments
Contingency plans					

For individuals or groups of self-isolating students, remote education plans should be in place. These should meet the same expectations as those for any students who cannot attend school due to COVID-19.	High	The academy worked incredibly hard to devise an initial remote education programme for students in Years' 7-10 and 12 during the first half of the summer term 2020. We also devised a remote education programme for the start of the Autumn term 2020 anticipating possible COVID-19 cases and in support of those who were too anxious to return. The programme was not needed until 9 November 2020 for any self-isolating students as this was the date of our first case (linked to a member of staff, not a student) and whilst our cases remained low, it was needed for self-isolating students until the end of the Autumn and Summer terms of the 2020-21 academic year and for very low numbers in the first half of the 2021 Autumn term. Our anxious initial returnees reduced primarily through the outstanding pastoral and SEND support provided, but a full remote education programme remained in place for those who remained off due to anxiety-related issues.	CPR/MBE/FLs/	Low	As highlighted, our remote education programme has been massively developed so much so that we were able to immediately switch to a full remote programme for 1733 students on Tuesday 5 January 2021 and after the last national lockdown was announced. It also remains in place for any self-isolating students and will continue to be moving forward and for as long as deemed necessary.
In the event of a local outbreak, the PHE Health Protection Team and/or Local Authority may advise a school or number of schools to close temporarily to help control transmission. Schools will also need a contingency plan for this eventuality. This may involve a return to remaining open only for vulnerable children and the children of critical workers, and providing remote education for all other student.	High	The academy remained fully prepared for all eventualities throughout the Autumn term 2020, remained the case after our latest full return on Monday 8 March 2021 and it remains the case at the half way point of the 2021 Autumn term. This is via a fully prepared whole academy Outbreak Management Plan. The academy also worked closely and utilised the advice of the excellent Essex Contact Tracing Team (ECTT) throughout the Autumn term 2020 and Summer term 2021 when we had questions for them. No outbreaks occurred as again, numbers remained low, however, we remain fully prepared nonetheless. Initially, we also utilised the DfE support line, however, and again, it was the timely, high quality input and advice from the ECTT that continued to be utilised during the latter part of the Autumn and Summer terms of the last academic year.	CWA	Low	The latest advice and guidance from the ECTT will continue to be listened and fully adhered to moving forward, and our associated documentation updated and adapted as and when required. This is the same with regards to any instruction, advice and guidance received from the DfE, PHE and LA.
Remote education support (also see full guidance for further resources)					
Schools are expected to consider how to continue to improve the quality of their existing offer and have an ongoing strong contingency plan in place for remote education provision should the need be required at any point moving forward, especially for any students who need to self-isolate.	High	As above and again, a fully functioning and comprehensive remote education programme has been continually evolved over the past 18 months and remains in place for any self-isolating students, or should we ever go into a further lockdown period.	CPR/MBE/FLs	Low	As previously highlighted, our remote education programme will only continue to be developed moving forward and as it has been since April 2020. This will continue to be led by Mrs Pretty, Assistant Vice Principal, and Mr Beckett, our Director of IT Systems, in conjunction with our team of 13 Faculty Leaders.
Use a curriculum sequence that allows access to high-quality online and offline resources and teaching videos, and that is linked to the academy's curriculum plans and expectations.	High	As above	CPR/MBE/FLs	Low	As above in addition to the academy's curriculum plans continuing to be developed over time as well. This process continues to be overseen by our Joint Head of Academy and Quality of Education lead, Mr Baster.
Give access to high quality remote education resources	High	As above.	CPR/MBE/FL	Low	As above.
Provide printed resources, such as textbooks and workbooks, for students who do not have suitable online access	High	This occurred throughout both lockdown periods and successfully so. This occurred as a direct result of massive amounts of ongoing communication between the academy's staff and our respective identified families. It also included and involved many home deliveries being made by members of the academy's team of staff.	OBA/JFR	Low	Over 200 laptops were also set up and delivered with the vast majority going to our disadvantaged families. However, hard copy work packs were also compiled and hand-delivered during both lockdown periods thus ensuring that all of our 1733 students received high-quality educational offers throughout the pandemic period, lockdown period or not. This again, has been through a massive coordinated approach from the academy's team of teaching and

					support staff, including significant amounts of this work occurring in the evenings, weekends and holiday periods. Such support has only continued as we have progressed through the first half term of the 2021-22 academic year.
Recognise that younger students and some students with SEND may not be able to access remote education without adult support, and so schools should work with families to deliver a broad and ambitious curriculum.	High	The academy had such support provision in place throughout both lockdown periods and by way of tremendous support by pastoral, SEND and teaching staff. This was on a multitude of levels including hundreds of vulnerable family contacts on a weekly basis as well as actual LSA online support throughout both lockdown periods too.	SEND Faculty/Pastoral Team	Low	Despite a further full return on Monday 8 March 2021, such high quality support and provision remains in place for our identified vulnerable cohorts with a great deal of it being in addition to what is already offered during the working day. Therefore, many communications and support, as it has been for many a year now, continues to occur in the evenings, weekends and holiday periods, including throughout the entire 2021 Summer holiday period.
When teaching students remotely, we expect schools to:					
Teach a planned and well-sequenced curriculum so that knowledge and skills are built incrementally, with a good level of clarity about what is intended to be taught and practised in each subject.	High	As previously stated.	TBA/CPR/MBE /FLs	Low	As previously stated, despite our further full return on Monday 8 March 2021, this will only continue to be developed as a remote curriculum offer and provision as it has been since April 2020.
Provide frequent, clear explanations of new content, delivered by a teacher in the school or through high quality curriculum resources and/or videos.	High	As above.	CPR/TBA/All teaching staff	Low	As above.
Gauge how well students are progressing through the curriculum, using questions and other suitable tasks and set a clear expectation on how regularly teachers will check work.	High	This occurred during both lockdown periods and will occur again, should we enter a further lockdown period.	FLs/All teaching staff	Low	As above.
Enable teachers to adjust the pace or difficulty of what is being taught in response to questions or assessments, including, where necessary, revising material or simplifying explanations to ensure students' understanding.	High	As above.	FLs/Teaching staff	Low	As above.
Plan a programme that is of equivalent length to the core teaching students would receive in school, ideally including daily contact with teachers.	High	Again, developed over time and as a direct result, once the further national lockdown was announced on the afternoon of Monday 4 January 2021, we were able to offer a full five period day and tutor period/assembly from the following morning.	FLs/Teaching staff	Low	This will be offered in full once again if ever we go into a further lockdown period.
We expect schools to consider these expectations in relation to the students' age, stage of development and/or special educational needs We expect schools to avoid an over-reliance on long-term projects or internet research activities.	High	As above and all fully implemented on Tuesday 5 January 2021.	FLs/Teaching staff	Low	As above.

THE KEY ELEMENTS OF THIS RISK ASSESSMENT HAVE BEEN DELIVERED TO STAFF THROUGHOUT THE PANDEMIC PERIOD AND PRIMARILY THROUGH WHOLE STAFF VIRTUAL GATHERINGS DURING THE 2020 SUMMER TERM, AT THE START OF THE 2020 AUTUMN TERM, DURING THE 2020 AUTUMN TERM, AT THE START OF THE 2021 SPRING TERM, DURING THE FURTHER NATIONAL LOCKDOWN, UPON RETURNING IN FULL ON MONDAY 8 MARCH 2021, SINCE RETURNING FROM THE EASTER 2021 BREAK, AFTER THE STEP 3

ROADMAP OUT OF RESTRICTIONS WERE ANNOUNCED ON MONDAY 10 MAY 2021, WHEN STEP 4 WAS ANNOUNCED ON MONDAY 12 JULY 2021, FROM WEDNESDAY 1 SEPTEMBER 2021 AND AS WE PROGRESS THROUGH THE 2021-22 ACADEMIC YEAR.

THIS HAS ALSO COME IN THE FORM OF REGULAR WHOLE STAFF EMAILS, SHARED PARENTAL / CARER CORRESPONDENCES AND EVEN RECORDED VIDEO MESSAGES. PARENTS, CARERS AND STUDENTS HAVE ALSO HAD THE SAME AMOUNT AND STANDARD OF COMMUNICATION SINCE MARCH 2020 AND EVERY SINGLE TIME A SIGNIFICANT ANNOUNCEMENT, UPDATE OR CHANGE HAS OCCURRED, EVEN IF IT HAS BEEN DURING NON-TERM TIME WHICH A SIGNIFICANT NUMBER HAVE. THE EXECUTIVE PRINCIPAL'S ACADEMY-RELATED TWITTER FEED WITH A VERY HIGH FOLLOWING HAS ALSO BEEN EFFECTIVELY USED, VIEWED AND COMMENTED ON THROUGHOUT THE PANDEMIC PERIOD TO DATE.

ALL OF THIS WILL ONLY CONTINUE MOVING FORWARD AND FOR AS LONG AS DEEMED NECESSARY.

Mr C A Wakefield – Executive Principal
Monday 29 November 2021