



SCHOOL BUSINESS CONTINUITY PLAN

Plan Owner / Author:	SCC/PK Governing Body
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Review:	Autumn 2022 or as need arises
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Document Change History

Version	Author	Date	Change Details
1.0	HT SBM Vice Chair	Feb 2015	First Draft
2	HT Chair SBM	Feb 2016	Contact details
3	HT SBM	May 2017	Contact details
4	SBM Chair	Nov 18	Contact details
5	SBM WGB	Nov 19	Contact details / HT/ offsite location
6	SBM WGB	Sep 21	Internal & External Contact List

Purpose

The objective of this business continuity plan is to maintain or recover the school's critical services and activities in the event of a major disruption.

It is also to ensure that:

- The school's immediate response is effective.
- There is good communication with all parties.

The business continuity plan compliments (and does not replace) the existing guidance from Suffolk County Council on Managing Critical Incidents.

The Headteacher has been identified as the member of staff to act as Business Continuity Coordinator and is responsible for preparing and maintaining this plan with the Premises, Health & Safety Committee on a minimum annual basis.

CRITICAL SERVICES OR ACTIVITIES

These are the services and activities that should be maintained or recovered in a disruption.

Critical Service/Activity	Recovery Time Objective	Service Details In particular – what should be maintained or recovered in the event of disruption.	Responsible Person
Examinations	1 day	Enable pupils to sit examinations (including SAT's, GCSE and A-Level).	Head or Deputy
Teaching	1 week	Deliver the requirements of the National Curriculum (Foundation to Key Stage 4) incl. the duty to provide 190 days education.	SLT & Subject Leaders
Teaching Support	1 week	Assist in the education of pupils and running of establishment services.	SLT
Maintain site safety and	1 day	Provision of suitable, safe and secure accommodation to enable the delivery of	Head, Deputy &

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security		education and to meet duty of care requirements, health & safety legislation etc.	Business manager
Catering	1 week	Provision of free school meals to national standards.	Kitchen Staff & Business manager
Administration	2 weeks	Administer key administrative functions, e.g. admissions, correspondence, financial management etc.	Business Manager
Coursework	1 month	Safe keeping of coursework including electronic documentation and other physical items.	Teaching staff
Records	1 month	The keeping of suitable records in relation to staff/pupils and general administrative functions, e.g. pupil attendance.	Business Manager
Cleaning	1 week	Carry out general cleaning such as toilets, waste collection and removal.	Custodian/ Business Manager
Property and equipment maintenance	1 month	Ensure the long term functionality of all buildings, plant and equipment.	Business Manager & Corporate Property
Extended Services	1 month	Extended services may include Breakfast Clubs, After School Clubs, Children's Centres, hiring of rooms/halls etc.	Head and Business Manager

Notes:

POSSIBLE DISRUPTIONS

The purpose of this list is to identify the events that could disrupt the school's critical services and activities to such an extent that they threaten:

- Pupil education.
- Pupil health, safety and welfare.
- The school's reputation.
- The school's financial viability.

The outcome of this part of the process is that it highlights which disruptions should have action cards (higher risk rating) and those which do not (lower risk rating).

Risk Rating is a function of Likelihood and Impact.

Impact – how serious the disruption might be as a result of this threat.

1 – Insignificant

2 – Minor

3 – Moderate

4 – Major

5 – Catastrophic

Likelihood – the chances of this threat happening.

1 – Rare

2 – Unlikely

3 – Possible

4 – Likely

5 – Almost Certain

Worked Example:

Possible Disruption	Impact (A)	Likelihood (B)	Risk Rating (A x B)
Loss of staff (industrial action, flu pandemic, seasonal flu)	3	5	15
Loss of premises – partial or total (fire, flood)	4	2	8
Loss of utilities (power, water, sewerage, gas, phones)	4	2	8
Loss of ICT (server failure, power, virus, cyber attack)	3	3	9
Local hazards in the area e.g. airport, railway line, tram line, motorways, industrial sites etc.	1	1	1

The scoring is largely subjective and should be carried out by a group of staff.

Likelihood largely depends on how often such disruptions have previously occurred.

Impact should be based on how the disruption affects the critical services previously listed.

INCIDENT MANAGEMENT PLAN

The purpose of the Incident Management Plan is to make sure the right people come together in the right place at the right time to take control of the organisation's response to the disruption.

Overall Responsibility

The person who will take overall responsibility of the school's response to an incident and bring together the Incident Management Team is **Laura Jestico**, Headteacher and in her absence **Fiona Lock**, Deputy Headteacher.

Most Likely Key Players

The people who should be contacted are the Core Incident Management Team (CIMT) and will carry out the actions required to maintain or recover critical services/activities:-

Laura Jestico	07804 541403
Fiona Lock(Deputy Head)	07980 438190
Lauren Henderson (Business Manager)	077723 45302
James Allison (Site Manager)	07849 490943

Location

The most appropriate location (off-site) for the CIMT to meet is The Suffolk Borders Teaching Alliance (SBTA) Conference Centre, Wells Hall Road, Great Cornard CO10 0NH. This has been agreed with the SBTA.

Records

An Incident Log must be opened as soon as this plan is invoked, *see Appendix 1*. This is important not just for incident management purposes, but also if there should be any form of enquiry after the event.

GENERIC ACTIONS

These are the actions the Core Incident Management Team should take whatever the disruption. It assumes that all immediate emergency actions such as evacuation have taken place according to existing school procedures. It would be sensible for the CIMT to also refer to the existing guidance from Suffolk County Council on Managing Critical Incidents.

Step 1 - Assess the scale, severity and duration of the incident and its likely impact on the school's critical services and activities (listed on earlier in this plan).

Either survey the scene in person or contact the emergency services (if still on site) for a briefing (esp. if the site has been declared a crime scene).

Criticality may depend on the time of year, especially any key milestones or statutory deadlines approaching.

Step 2 - The Core Incident Management Team establishes a Recovery Team (i.e. who is needed to help manage recovery) and a contact point for everyone to keep in touch with the CIMT. This may be a physical location or a phone number.

The leader of the CIMT will allocate specific roles to CIMT members as necessary, e.g. site liaison, staff comm's, etc.

A log of key decisions and actions will be started at the outset and maintained throughout the incident using the template provided *See Appendix 1*.

Of particular importance are:

- Decisions on priorities, esp. where services/activities are scaled down or stopped.
- Where activities or staff/pupils have been relocated.
- Major financial costs.
- Also where certain options were not taken.

If there is time and it is permitted by the emergency services, we will consider the recovery of vital assets/equipment to enable delivery of critical School services and activities, in particular; exam papers, paper files and course work.

The CIMT will create a communications plan that covers all stakeholders, in particular; staff, school governors, Suffolk County Council officers and will notify them of assessment, decisions made so far and arrangements for keeping in contact in future.

Officers from Suffolk County Council can be contacted for support, particularly for:

- Communication to parents/carers
- Establishment of an internal and/or public helpline number
- Public communication and media handling
- Insurance
- Site security (incl. turning off of utilities)
- School transport

The CIMT will ensure actions lead to the development of an action plan for recovering and maintaining the schools critical services and activities. We will use business continuity Action Prompts that follow. If none of the prepared business continuity Action Prompts are appropriate (e.g. the disruption was not foreseen), the CIMT will create an action plan on the day.

The key parts of the action plan are:

- Setting priorities and scaling down / stopping non critical services/activities.
- Invoking the contingencies (relocation, redeployment, remote learning etc.).
- Communicating those decisions to all stakeholders.

The following will be used:

- Register of all school staff
- Inventories of equipment
- Inventories of IT software (incl. databases, spreadsheets etc.)
- List of paper-based information.
- Records of special needs requirements

See Appendix 4 for the minimum resources (staff, furniture, teaching equipment, ICT hardware, ICT software, phones etc.) required to maintain/recover critical services activities.

The CIMT will set the dates and times of future updates, meetings to review progress and communications to stakeholders.

A 'grab bag' will be available in the office – *see Appendix 5 for contents.*

ACTION PROMPTS

Loss or shortage of staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
Scale down and/or suspend non critical activities and focusing on critical activities. (i.e. core teaching of Maths, English, science and Care of students)	CIMT will prioritise and allocate staff
Use of temporary staff from an external source, e.g. Supply Teacher Agencies.	<i>See Appendix 2 for supply staff contact.</i>
Redeployment of staff from less critical services/activities to more critical ones.	CIMT will prioritise and allocate staff
Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> • Larger class sizes (subject to adult and child ratios) • Use of Learning Support Assistants, MDSAs etc. • Deploy school's remote learning programs (Active Learn, Rockstar Timetables etc) • Pre-prepared educational materials that allow for independent learning 	Minimum staffing numbers: EYFS 2 teacher & 2 LSA KS1 3 teacher KS2 6 teacher 1-1 SEN 5 LSA Staff/pupil ratio: EYFS 1:13, KS1 & 2 1:30 (plus provision for 1:1)
Using mutual support agreements with other Schools.	CIMT to liaise with local schools
Note – during staff redeployment, thought should be given to the level of skills, knowledge and qualifications that will be required, including the need for DBS checks. If in redeploying staff a degree of risk is incurred, actions should be taken to mitigate that risk (e.g. briefing, buddying up, work instructions, supervision).	
Changes to working conditions, e.g. staff working longer hours, part-time staff working full time, etc.	Ensure staff management issues are considered, i.e. working time directive, job description flexibility and contractual requirements etc.
Note – if the cause of staff loss is Flu Pandemic, there will be further advice and guidance from SCC, e.g. on infection control, vaccination etc.	

Loss of premises or loss of utilities	Further Information (e.g. Key contacts, details of arrangements, checklists)
If the loss of premises is partial, scale down and/or suspend non critical activities and focus on critical activities redeployed to premises still in operation.	Assessment CIMT on impact of loss.
Relocation options may include...	
Using mutual support agreements with other Schools.	CIMT to liaise with local schools
Using pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises.	SBTA Conference Centre
Hire in temporary quick-assemble accommodation, e.g. portakabins.	Corporate Property
Deploy school's prepared Virtual Learning Environment (using online accessible programs)	Use of VLE, teachers to prepare homework. Agreements with local libraries, schools, LEAP Centre? On availability of ICT.
Continue / scale down planned off-site activities e.g. swimming, physical activities, school trips.	See contact sheet
Deploy emergency generator for power loss.	Corporate Property
In the event of loss of kitchen facilities, bring in off site prepared food	Use of facilities in Vertas Catering school
In the event of loss of heating	Corporate Property

Action Card for loss of ICT	Further Information (e.g. Key contacts, details of arrangements, checklists)
Assess the impact on all services/activities, e.g. teaching operations and school administration.	SLT, subject leaders and Business Manager
A list of the key IT applications should be prepared by the school.	See appendix 7
Recover electronic back-ups of key school data e.g. CD or Memory Stick, mirrored servers etc.	Remote Admin back up RBUSS Curriculum back up
Reverting to paper-based systems e.g. paper registers, whiteboards etc. Recover photocopies of data stored on and off site.	See above
Teachers to modify lesson plans.	
Power loss	UPS provision will allow controlled shutdown
Telephone loss – set up a temporary network of mobile phones. Contact land-line provider to redirect phone numbers to a mobile or alternative location.	TML 0344 499 0414

Appendix 1. Incident Log

Appendix 2. External Contact List

SCC may ask you for the suffolk school number which is 443

Organisation	Name (if possible)	Reference (if possible)	Contact Details	Contact Ver
SCC Emergency Officer	Sarah Hammond	Severe Weather Closures only	07843 344701	17.09.21
SCC (Head Office)	Pete Mumford	Schools Planning Manager CYP	07872 415274/ 01473 260767	17.09.21
Vertas Catering	David Hammett	Lead Catering Operations Manager	07593 519655	17.09.21
Site Manager	James Allison		07849 490943	17.09.21
SCC Corporate Property	Harrison Sharpe	Account Manager Harrison.sharpe@vertas.co.uk	07749 712558 01473 944461	17.09.21
Energy Team	Vertas	energyservices@vertas.co.uk	01473 264488 / 07703 231188	17.09.21
Electricity (Ukpowernetworks)		Contact Options Help and Contact UK Power Networks	0800 316 3105	17.09.21
Phone line provider	TML	3570581	0344 499 0414 0344 815 3133	17.09.21
Phone system	Daly Systems	Account number 10835	0116 242 6996	17.09.21
Gas (National Grid)			01926 653000	17.09.21
Gas Emergency Line			0800 111 999	17.09.21
Anglian Water			0901 545 5077	17.09.21
SBTA Conference Centre	Helen Main	hmain@sbtalliance.co.uk	020 7704 3501	17.09.21
Data Back-Up location	RBUSS – call IT Helpdesk services@schoolschoice.org		0300 123 1420	17.09.21
Security Alarm	Chubb	1012845	0800 321 666	17.09.21
Fire Alarm	T&P		0333 241 2477	17.09.21
SCC Press Office	Andrew St Ledger	Chief Press Officer	01473 264389/ 07779 322630	17.09.21
IT Helpdesk		ithelpdesk@schoolschoice.org	01473 265555	17.09.21
Boudica (IT Technicians)	Sandra Mackay	sandra.mackay@boudica-it.co.uk	07969 424245	17.09.21
Supply	Siobhan	4 My Schools	01245 353808	17.09.21
Intruder System	SOS		01473 836955	17.09.21

Appendix 3 Suggested Roles and Responsibilities (optional)

3.1 School Incident Management Team

These are just suggestions and should be added to/deleted/amended as appropriate.

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

3.2 Additional Response and Recovery Roles

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

These are just suggestions and should be added to/deleted/amended as appropriate.

Role	Responsibilities	Accountability / Authority
Incident Loggist (record keeper) Business Manager & Admin Team	<ul style="list-style-type: none"> ▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately 	Reporting directly to the Headteacher or School Incident Management Team.
Media Coordinator Business Manager & Headteacher	<ul style="list-style-type: none"> ▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with Suffolk County Council's Press Office to inform media strategy 	The Media Co-ordinator should assist with providing information to the Press Office but should not undertake direct contact with Media.
Stakeholder Liaison Admin Team & Business Manager / Deputy Head	<ul style="list-style-type: none"> ▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all): <ul style="list-style-type: none"> ○ Governors ○ Parents/Carers/carers ○ Key Suffolk Council Services ○ School Crossing Patrol ○ School Transport Providers ○ External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc 	All communications activities should be agreed by the School Incident Management Team. Information sharing should be approved by the Headteacher (or School Incident Management Team if the Headteacher is unavailable).
Facilities Manager Business Manager & Site Manager	<ul style="list-style-type: none"> ▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the School Incident Management to advise on any issues relating to the school physical infrastructure ▪ Lead point of contact for any Contractors who may be involved in incident response 	Reporting directly to the Headteacher or School Incident Management Team.
ICT Coordinator Business Manager/Sandra Mackay	<ul style="list-style-type: none"> ▪ Ensuring the resilience of the School's ICT infrastructure ▪ Liaison with Suffolk County Council ICT support or external providers (if applicable) ▪ Work with the Business Continuity Coordinator to develop proportionate 	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the School Incident Management Team.

	risk responses	
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Appendix 4 (optional).

Include here (as required) further lists that may be useful, e.g. the minimum resources (staff, furniture, teaching equipment, ICT hardware, ICT software, phones etc.) required to maintain/recover critical services activities.

Here is an example. This can be used as a spreadsheet showing the needs for years, departments, subjects or individual classrooms.

Number of staff (esp. minimum number)

- Administration
- Teachers
- Other (please state)

Also include specific roles or skills that are essential to the recovery of critical services/activities.

Number of class rooms:

- Basic
- Specialist (please state)

Number of desks and chairs:

- Office desks
- Classroom desks
- Office chairs
- Classroom chairs
- Specialist desks and chairs (please state)

Telephone requirements (number of units):

- Normal office phones
- Mobile phones
- Pagers

Equipment:

- Office (e.g. fax machines, shredders)
- Classroom (e.g. whiteboards)

Public access requirements

Wheelchair access requirements

Special provisions e.g.:

- Confidential interview area.
- Floor loading for a safe.
- Secure area.
- Additional power.
- Goods/in out provision.
- Office accommodation (sq metres)
- Class Room accommodation (sq meters)

Storage space (sq metres)

Hardware and Networking requirements:

- Number of networked workstations.
- Number of local PCs
- Access to other systems.

Software requirements;

- General app's (email, internet etc.)
- Specific app's (teaching software, payroll etc.)
- Specific spreadsheets or documents.

Paper records/documents

Printing requirements.

Other essential equipment

Appendix 5. Emergency Box or Grab Bag (Optional), suggested contents.

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc
	Invoices, purchase orders, etc
	Financial procedures
	Assets Register and Insurance Policy
Staff Information	Staff contact details
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes
	Office telephone list (for phone divert)
	Back-up rota and data restoration routine
Equipment and other items	First Aid Kit
	Local A – Z map
	Portable radio (plus spare batteries)
	Wind up LED torch
	Back-up tapes
	Laptop with wireless connection
	Pay-as-you-go mobile phone and battery powered mobile phone charger
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Disposable camera with film
	Hazard barrier tape
	Emergency cash, a cheque book or spare credit card
	Contact details for taxi / transport providers
	School Floor Plans
	Spare keys
	Whistle / megaphones
High visibility jacket	