



Business Continuity Plan



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Version	2

Our Ethos:

‘Everyone in our school community has a right to learn and grow, be treated with respect and feel safe. Each has a responsibility too to conduct themselves in a way that helps promote these rights helping us to ensure that we continue to develop a culture and ethos in which every person feels valued and knows how to value the contribution of others.’

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SECTION 1. INTRODUCTION

1.1 Background Information

Somerset County Council is required by the Civil Contingencies Act 2004 to develop plans to manage business continuity in the event of a range of disruptions to services. By extension, Local Authority schools have the same obligation.

No-notice disruptions are, by definition, impossible to predict. This plan deals with the ones most likely to occur:

- loss of premises (through fire, flood etc)
- loss of utilities (electricity, gas, water, fuel)
- failure of IT and telephony
- staff shortage

The impact of any serious disruption may manifest itself in terms of: delivery of education, safety/welfare, financial consequences; reputation damage; environmental consequences.

1.2 Aim of Plan

The aim of this plan is to provide guidance and support to enable schools to tackle the impact of severe disruptions due to a variety of unlikely, but credible, causes, with the following objectives.

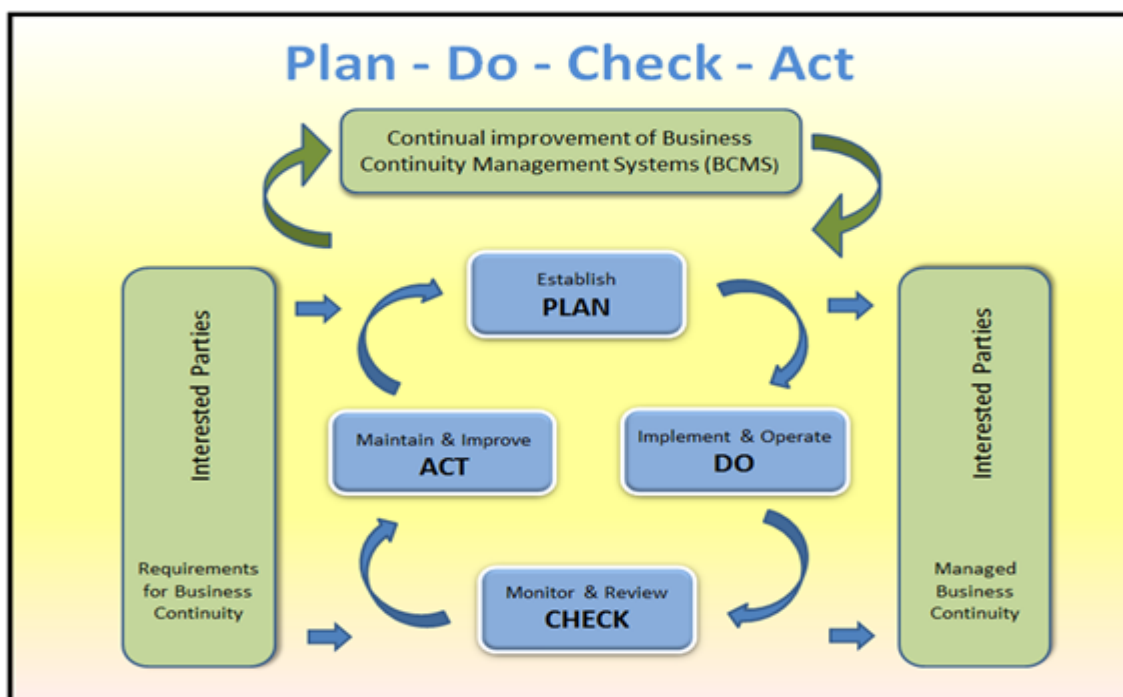
1.3 Objectives of Plan

The plan is designed to achieve the following strategic objectives:

- To safeguard the safety and welfare of pupils, staff and visitors;
- To resume provision of education services at the earliest opportunity and, where possible, secure a continuation of learning;
- To maintain the community and identity of the school;
- To return the school to normality.

1.4 The Plan-Do-Check-Act (PDCA) Model

The International standard applies the “Plan-Do-Check-Act” (PDCA) model to planning, establishing, implementing, operating, monitoring, reviewing, maintaining and continually improving the effectiveness of the organisational BCMS.



Plan (Establish)	Establish Business Continuity policy, objectives, targets, controls, processes and procedures relevant to improving Business Continuity in order to deliver results and align with the organisations overall policy and procedures.
Do (Implement and operate)	Implement and operate the Business Continuity policy, controls, processes and procedures.
Check (Monitor and review)	Monitor and review performance against Business Continuity policy and objective, report the results to management for review, and determine and authorise actions for remediation and improvement.
Act (Maintain and Improve)	Maintain and improve the BCMS by taking corrective action, based on the results of management review and reappraising the scope of the BCMS and Business Continuity policy and objectives.

1.5 Related Plans and Procedures

This plan should be read in conjunction with the school's other evacuation plans and emergency procedures that deal with the immediate response to an emergency situation.

For example:

- Dealing with Major Incidents and Updating your Contingency Plan
- Inclement weather
- Managing Critical Incidents in Schools
- Lockdown (Run, tell, hide)

1.6 Plan Review and Testing

This plan should be reviewed for currency and accuracy every 2 years or in the event of significant structural or organisational change.

It is good practice to test the plan at regular intervals i.e. annually. A table top Business Continuity Exercise is available via the following link:

<https://slp.somerset.org.uk/ipost/iPost%20Documents/BUSINESS%20CONTINUITY%20TABLETOP%20EXERCISE.doc>

1.7 Business Continuity/Emergency Grab Bag

An emergency grab bag should be created to hold key information that will support the school in the event of an emergency/business continuity disruption. Depending on the nature of the disruption, this pack should be kept in a location that can be accessed at all times. All staff, student, supplier and financial information available via VPN in any location with wifi. Red rucksacks to be purchased for each site with instructions to include mobile and laptop on evacuation.

Grab bag contents:

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
Equipment and other items	First Aid Kit
	Laptop with wireless connection
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Hazard barrier tape
	Contact details for taxi / transport providers
	School Floor Plans
	Whistle
	High visibility jacket

SECTION 2: PLAN ACTIVATION

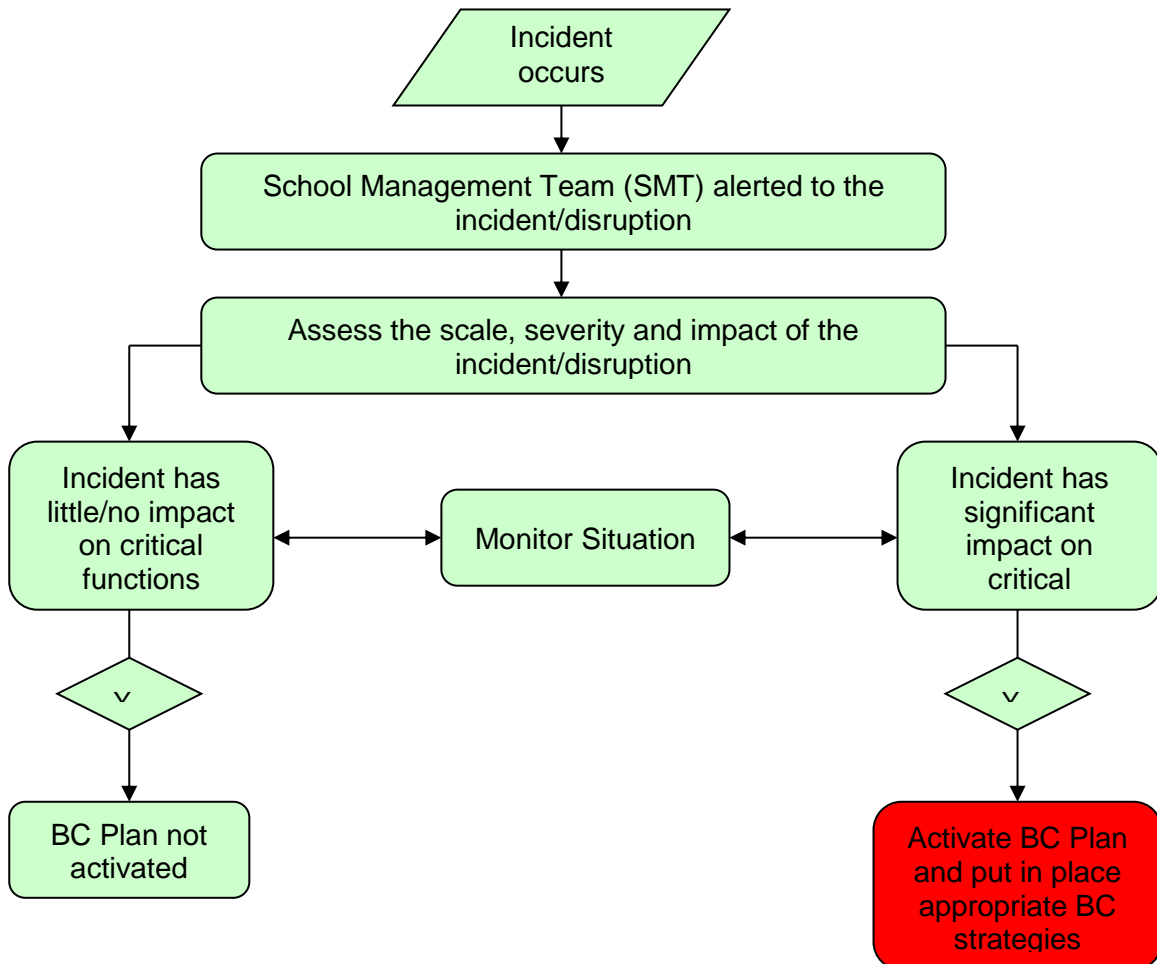
2.1 Circumstances

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

2.2 Responsibility for Plan Activation

The responsibility for implementing this plan lies with the Head Teacher or, if not available, a member of the School SLT.

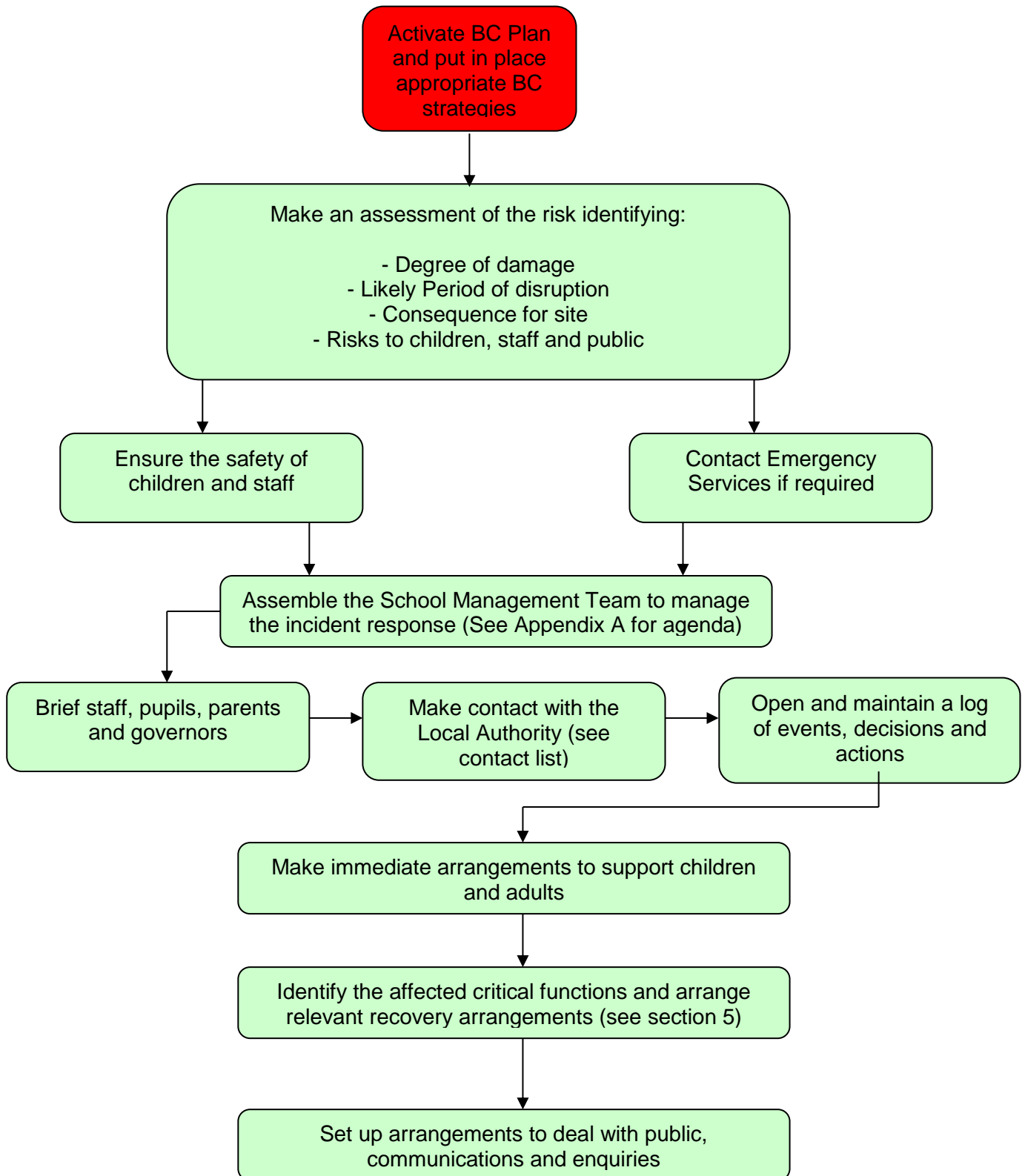
2.3 Activation Process



SECTION 3: PLAN IMPLEMENTATION

3.1 Incident Response

Upon activation of the School Business Continuity Plan, it is suggested that the following actions are taken.



3.2 Roles and Responsibilities

The headteacher, in conjunction with the school/establishment's Senior/School Incident Management Team will delegate Business Continuity Roles and Responsibilities. A guide on the roles and responsibilities required during a Business Continuity incident is described below.

Role	Responsibilities	Accountability / Authority
Headteacher	<ul style="list-style-type: none"> ▪ 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-management of the School, including lead decision-maker in times of crisis.
Business Continuity Coordinator (SLT/ELT)	<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>Could consist of:</i> <i>Headteacher</i> <i>Business Continuity Coordinator</i> <i>Health and Safety Coordinator</i> <i>Chair of Governors</i> <i>Premises Manager</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 on-going 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.

Other roles/responsibilities to consider during the activation of a Business Continuity plan include:

Role	Responsibilities	Report to/Actions
Incident Log (record keeper)	<ul style="list-style-type: none"> ▪ To record all key decisions and actions taken in relation to the incident 	The Headteacher or School Incident Management Team.
Media Coordinator	<ul style="list-style-type: none"> ▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with Local Authority Press Office 	The Local Authority Press Office/Headteacher but should not make direct contact with Media.
Communication	<ul style="list-style-type: none"> ▪ Co-ordinating communication with key stakeholders including: <ul style="list-style-type: none"> ○ Governors ○ Parents/Carers ○ Students/staff ○ Local Authority (SCC) ○ School Transport Providers ○ External agencies e.g. Emergency Services, Health and Safety Unit 	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).
Premises Manager	<ul style="list-style-type: none"> ▪ To ensure site security and safety in an incident ▪ To link with the School Incident team on any building/site issues ▪ To liaise and work with any appointed contractors 	Reporting directly to the Headteacher or School Incident Management Team.
ICT Coordinator	<ul style="list-style-type: none"> ▪ To ensure the resilience of the School's ICT infrastructure ▪ To link with SCC IT helpdesk or external providers (if applicable) ▪ Work with the Business Continuity Coordinator to develop proportionate risk responses 	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.
Recovery Coordinator	<ul style="list-style-type: none"> ▪ Leading and reporting on the School's recovery process ▪ Identifying lessons as a result of the incident ▪ Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development 	Is likely to already be a member of the School Incident Management Team, and will lead on recovery and resumption strategies. Reports directly to Headteacher.

SECTION 4: BUSINESS IMPACT ASSESSMENT

For the purpose of this plan, the strategic critical function of the school is stated as:

‘The provision of educational services to its registered pupils, including a safe and secure environment in which to learn.’

In a business continuity context, the following functions are intended to achieve the strategic aim. Each activity has a ‘Recovery Time Objective’ (RTO), a timescale by which an establishment would seek to reinstate a service or services that have been lost during a period of disruption. Some activities will be more critical than others, and establishments should risk assess their critical activities and a realistic recovery time objective of when the service or function can be restored.

The chart below highlights critical functions for you to consider and amend as appropriate.

Critical Function	Description	RTO
Examinations	Providing staff and facilities to enable pupils to sit examinations.	1 Day
Teaching Staff	The provision of a suitable number of qualified teaching staff to deliver the National Curriculum.	1 Day
Support Staff	The provision of suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services.	1 Day
Safe and Secure Premises	The provision of suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care and health & Safety requirements etc.	1 Week
Catering Facilities and Staff	The provision of suitable catering facilities and staff to enable preparation of school meals.	n/a
Utilities - Gas	The supply of gas to enable the heating of premises and preparation of school meals etc.	As soon as reasonably possible by provider, expected within 1 week
Utilities – Water	The supply of water for drinking and general usage including flushing of toilets, preparations of meals etc.	
Utilities - electric	The supply of electricity to enable ICT systems to run, lighting of premises etc.	
Provision of IT	The provision of IT to deliver education and to enable the establishment to run smoothly.	1 Week
Keeping of suitable records	The keeping of suitable records in relation to staff/pupils and general administrative functions within an establishment.	1 Month
Keeping of suitable coursework	The creation and safe keeping of coursework including electronic documentation and items such as textiles, D&T work pieces.	1 Month
Provision of cleaning contractors	The provision of suitable numbers of cleaners to carry out general cleaners to carry out general cleaning such as toilets, waste collection and removal.	1 Week

Risk Assessing your Business

In the context of 'Business Continuity Management' a risk assessment looks at the likelihood and impact of a variety of risks that could cause a business interruption.

The Risk Assessment matrix in this plan differs slightly from that used in the assessment of corporate risk. This matrix is incorporated into the ISO22301 which is an International Standard that Somerset County Council has aligned its BC plans to. The ISO22301 is designed specifically to aid Business Continuity Management and is used by numerous private organisations and most Local Authorities nationwide.

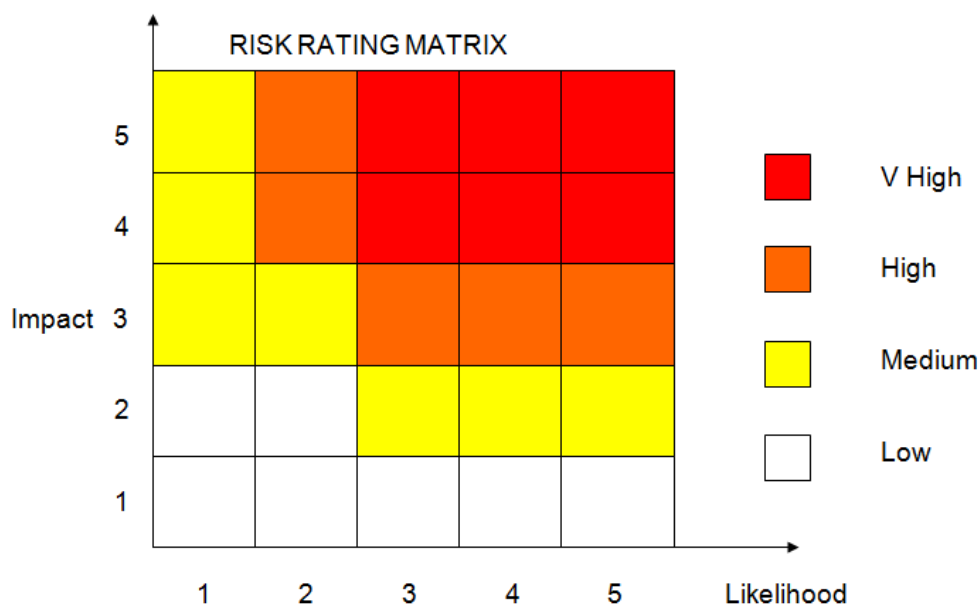
This assessment is a structured and auditable process for identifying significant events, assessing their likelihood and impacts, and then combining these to provide an overall assessment of risk, as a basis for further decisions and actions.

Likelihood of occurrence	Indicator
1. Negligible	Slight or very small chance
2. Rare	Infrequent or exceptional
3. Unlikely	Not likely to occur or have occurred
4. Possible	Capable of happening or occurring
5. Probable	Having more evidence 'for' than 'against'. Likely to occur

GUIDANCE:

Each of the hazards should be scored in terms of its 'likelihood' and 'impact', which, combined, produce the 'risk' rating:

Likelihood	Impact	Risk
1 - Negligible	1 - Insignificant	Likelihood x Impact
2 - Rare	2 - Minor	
3 - Unlikely	3 - Moderate	
4 - Possible	4 - Significant	
5 - Probable	5 - Catastrophic	



SECTION 5: POTENTIAL DISRUPTIONS

5.1 Loss of Premises

Loss of premises may result from fire, flood, loss of essential utilities or the building is within an area cordoned off by emergency services. This may occur during school hours, necessitating and evacuation, or during non-school hours preventing staff and pupil's access to the building.

It is a critical function of the school to provide suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care and health & Safety requirements etc. The space below should include all relevant information that would assist with recovery from a loss of premises incident.

Virtual learning: In cases of an enforced closure many school provide links through their website to learning opportunities. These together with other educational internet and paper based services provide methods for providing continuation of education provision).

It is good practice for Schools/educational establishments to maintain contact with the local authority or governing body to help identify suitable working processes and possible alternative locations. From experiences of past Business Continuity events, alternative locations have been sought/implemented when a facility has been closed for a period of more than one week.

Risk	Potential Workarounds	
<p>Complete loss of site Risk Rating: 3x3=9 High</p>	<p>Potential alternative sites: SSPS multi sited</p>	<p>1: To move students and staff to another suitable site within the school is appropriate to the age range of the students. If no suitable site is available, look to hire temporary accommodation</p> <p>2: Mobile/outreach workers to seek an alternative workbase within the school or to work from home via VPN.</p> <p>3: Increase use of virtual learning and use staff to conduct welfare visits.</p>
<p>Partial loss of site Risk Rating: 3x3=9 High</p>	<ul style="list-style-type: none"> - Use of other free classrooms - If no suitable site is available, look to hire temporary accommodation - Increase use of virtual learning and use staff to conduct welfare visits. 	
<p>Temporary loss of premises (utility failure)</p>	<ul style="list-style-type: none"> - Increase use of virtual learning and use staff to conduct welfare visits. 	

Risk Rating: 3x3=9 High	<ul style="list-style-type: none"> - To move students and staff to another suitable site within the school is appropriate to the age range of the students. If no suitable site is available, look to hire temporary accommodation in cases of extended disruption.
<p>5.2 Loss of Staff</p> <p>The most likely scenarios involving a significant loss of staff are industrial action, fuel shortage, outbreak of disease (eg. Pandemic influenza) and severe weather. In all of these events, there is likely to be a period of notice in which arrangements may be made to mitigate the effects.</p> <p>It is a critical function of the school to provide a suitable number of qualified teaching staff to deliver the National Curriculum and suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services.</p> <p>It is also important to consider 'Single Points of Failure' i.e. Exams Officer/Premises Manager etc</p>	
Risk	Potential Workarounds
<p>Pandemic Flu</p> <p>Risk Rating: 2x3=6 Medium</p>	<p>A flu pandemic will occur in 2 waves, 3-9 months apart, with each wave lasting about 12 weeks. In addition to staff being off ill, you will also have staff being off to care for sick relatives etc.</p> <ul style="list-style-type: none"> - Alternative teaching arrangements to include staff from other sites not effected - Temporary cover - Hygiene precautions - Reciprocal arrangement with a partner school for Exams Officer
<p>Fuel Crisis</p> <p>Risk Rating: 2x3=6 Medium</p>	<ul style="list-style-type: none"> - Alternative teaching arrangements - Virtual learning - Local supply cover - Alternative transport arrangements <p>Useful information/contacts: School transport 01823 , Taxi Companies</p>
<p>Industrial Action</p> <p>Risk Rating: 2x3=6 Medium</p>	<p>As far as possible, without attempting to influence staff members' legal right to take industrial action, managers should try to estimate the proportion of staff who may be available to work in order to plan work in accordance with priorities</p>

	<ul style="list-style-type: none"> - Virtual learning - Alternative teaching arrangements - Relocation of staff or students to a site less effected by strike action
Severe Weather Risk Rating:5x3=15 High	<p>In the event of severe weather (eg, snow/flooding), staff may be unable to travel to work. Employees are expected to make all efforts to reach their usual place of work provided they can do so safely without putting themselves or others at risk.</p>
	<ul style="list-style-type: none"> - <i>Pre-identified decision process (see 'Severe weather: Quick reference guide)</i> - <i>Alternative teaching arrangements</i> - <i>Alternative school transport arrangements</i>

5.3 Failure of IT/Data/Telephony

Failure of IT within a school could be caused by a variety of reasons such as fire, flooding, power cut etc. It is important to ensure that the main server is resilient with separate power supply but if this not possible, back up arrangements should be in place.

Risk	Critical IT Systems	Workaround Options
Failure of IT Server/ systems Risk Rating:4x4=16 Very High	<ul style="list-style-type: none"> - eg. SIMS, FMS - PDrive - Internet 	<ul style="list-style-type: none"> - <i>Back up paper system</i> - <i>Disaster Recovery Contracts</i> - <i>Off site back up arrangements</i> - <i>'Cloud' arrangements</i>
Loss of Data Risk Rating:2x4=8 High	<p style="text-align: center;">Critical Data</p> <ul style="list-style-type: none"> - <i>Unlikely due to IT set-up being off site and monitored</i> 	<p style="text-align: center;">Workaround Options</p> <ul style="list-style-type: none"> - Continue teaching by other methods
Loss of Telephony Risk Rating:4x3=12 High	<p><i>In the event that the main landline was lost, what alternative communication methods do you have in place?</i></p> <ul style="list-style-type: none"> - <i>Email</i> - <i>Work mobile phones and PAYG phones</i> - <i>Radios</i> 	

5.4 Loss of Utilities (Electricity/Gas/Water)

In the event that the school lost any of the utilities, what would the impact of this be and how long would the school continue to operate safely?

All contractor contact information can be found in Section 6 of this plan.

Risk	Impact	Potential Workarounds
Electricity/Gas/Oil Risk Rating: 1x4=4 Significant	- Heating system/hot water	- Additional portable heaters
	- IT Network/Telephone system and associated teaching technology	- Make use of an alternative site
Water Risk Rating:	<p style="text-align: center;">Impact</p>	<p style="text-align: center;">Potential Workarounds</p>
	- <i>Drinking supply</i>	- Water coolers
	- <i>Sewerage</i>	- Make use of an alternative site which is unaffected

SECTION 6: CONTACT INFORMATION

6.1 Staff Contact Information (School Incident Management Team)

Job Title	Name	Home Address	Telephone	Email
Headteacher	Jo Simons	Held on SIMS	Home: Mobile: 07880 042853 Other:	Jsimons1@educ.somerset.gov.uk
Business Manager	Claire Brand	Held on SIMS	Home: Mobile: 07809 213575 Other:	cbrand@educ.somerset.gov.uk
Assistant Headteacher	Richard Lucas	Held on SIMS	Home: Mobile: 07809 213606 Other:	Rlucas1@educ.somerset.gov.uk
Deputy Headteacher	Rebecca Bennett	Held on SIMS	Home: Mobile: 07809 213572 Other:	Rbennett@educ.somerset.gov.uk
Chair of AMG	Sam Crabb	Held on SIMS	Home: Mobile: Other:	Scrabb1@educ.somerset.gov.uk
			Home: Mobile: Other:	

6.2 External Contact Information (Suppliers/Contractors)

Further information on the School Closure procedure is available on the Somerset Learning Platform, via the document '[Emergency Procedures for School Closures](#)'.

Organisation	Purpose e.g Supplier Of Stationery, Portacabin etc.	Name Of Usual Contact	Tel No (Office Hrs)	Out Of Office Hrs	Other Info
Somerset County Council School closures	Notify LA	Via Ipost	01823 355953	Via Ipost	Authorisation from Chair of AMG and added to website
Somerset County Council Transport			0300 123 2224 01823		
Property Services			01823 357357		
Insurance Services			01823 355920		
Area Building Surveyor	Rob Paton Mark Jacob		07957 541526 07768 801636		
Press Office			01823 355020		
Western Power	Supplier	Emergencies	105 or 0800 096 3080		
Gas Supplier – DNO – Wales and West Utilities	Supplier		0800 111 999		
Electricity Supplier – DNO – Chard- Western Power Distribution, Yeovil – Southern Electric	Supplier		105 for loss of supply 0800 6783 105 0800 072 7282		
Water Board – Wessex Water		Emergencies	0345 600 4 600		

APPENDIX

APPENDIX A: INCIDENT MANAGEMENT TEAM AGENDA (following incident)

1. Background and Situation Report as known (Chair)
2. Updates and actions:
 - Premises
 - Current state
 - Critical items recovered/still in situ
 - Estimate of return
 - Welfare (staff, visitors, clients)
 - Confirm all persons accounted for
 - Current arrangements for retaining staff
 - Outstanding welfare issues
 - Communications
 - Message given out to staff
 - New contact number for public
 - Public message via Communication and Marketing
 - Brief for Somerset Direct
 - Collect contact numbers for team members.
 - Continuity and Recovery
 - Critical services affected
 - Options to work around disruption
 - Resources shortfall
 - Alternative premises identified (if applicable)
3. Time of next meeting

Appendix C- Distribution list

Once plan is complete or has been updated, please circulate to the following:

Headteacher
 School Business Manager
 Chair of Governors
 Emergency Pack should hold a copy of the BC Plan
 SLT and ELT

Appendix D- Testing schedule

Type of Test (e.g. Live exercise, desktop exercise, communications test)	Date of Test	Lessons Learned

Appendix E- Activation list

Description of Incident	Date of Incident	Lessons Learned
Ceiling collapse at Lower School – Dampier Street	Feb 16	The multi sited nature of the PRU allowed teaching to continue with minimal disruption to T&L