South Somerset Partnership School
BUSINESS CONTINUITY PLAN

Based on SCC Model Template

Date Reviewed:	March 2022
Review Frequency:	Every 2 years
Date of next review:	March 2024
Governor Signature:	

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.'

SOMERSET COUNTY COUNCIL

South Somerset Partnership School
BUSINESS CONTINUITY PLAN

Based on SCC Model Template

School Name	South Somerset Partnership School
Author	Claire Brand
Date Completed	10/03/2022
Date to be Reviewed	March 2024
Version	3.1

VERSION CONTROL

VERSION NO.	DATE	BY WHOM	ACTION
2	February 2016	S Dorrall	New logo and contact details. Term MTPD replaced with Recovery Time Objective
2.1	October 2016	S Dorrall	Addition of Plan – do – check – act diagram. Risk Assessing your business section. Appendix, C, D and E added
3.1	March 2020	S Dorrall	New SCC Font & Logo applied. Contact info updated. Links updated
3.1	March 2022	C Brand	CB updated with current position and risk ratings. Appendix F removed (Emergency Pandemic Outbreak plan) as procedures known from COVID19 experiences.

For further guidance on Business Continuity Plans, please call Russell Davies (Civil Contingencies Unit on 01823 357159 or email: RNDavies@somerset.gov.uk.

It is good practice for the school to retain a printed copy away from the school and conduct regular reviews of a completed plan.

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:

a.   To safeguard the safety and welfare of pupils, staff and visitors;
b.   To resume provision of education services at the earliest opportunity and, where possible, secure a continuation of learning;
c.   To maintain the community and identity of the school;
d.   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.
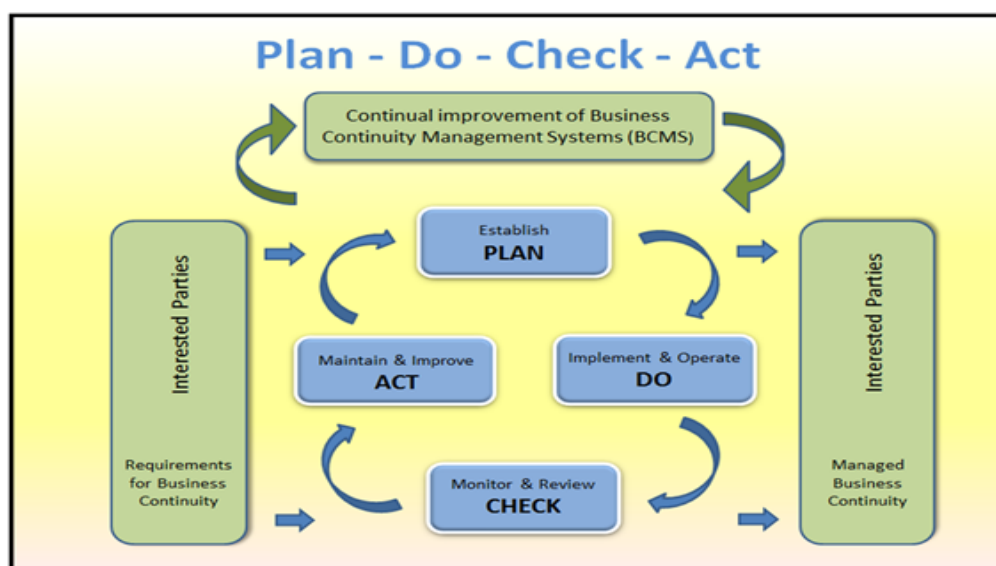
Plan (Establish)	Establish Business Continuity policy, objectives, targets, controls, processes and procedures relevant to improving Business Continuity in order to deliver results and align with the organisations overall policy and procedures.
Do (Implement and operate)	Implement and operate the Business 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.

Including:
- Managing Critical Incidents in Schools
- Inclement weather
- Remote Learning Policy

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.
Suggested grab bag contents include:

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
Equipment and other items	First Aid Kit
	Portable radio (plus spare batteries)
	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 (Incident) Management Team.

2.3 Activation Process

```
                        ┌────────────────┐
                        │    Incident    │
                        │    occurs      │
                        └────────┬───────┘
                                 ▼
        ┌──────────────────────────────────────────────┐
        │ School Management Team (SMT) alerted to the   │
        │            incident/disruption                │
        └────────────────────┬─────────────────────────┘
                             ▼
        ┌──────────────────────────────────────────────┐
        │  Assess the scale, severity and impact of the │
        │              incident/disruption              │
        └──────────────────────────────────────────────┘
```

Incident has little/no impact on critical functions ↔ Monitor Situation ↔ Incident has significant impact on critical functions

BC Plan not activated

Activate BC Plan and put in place appropriate BC strategies
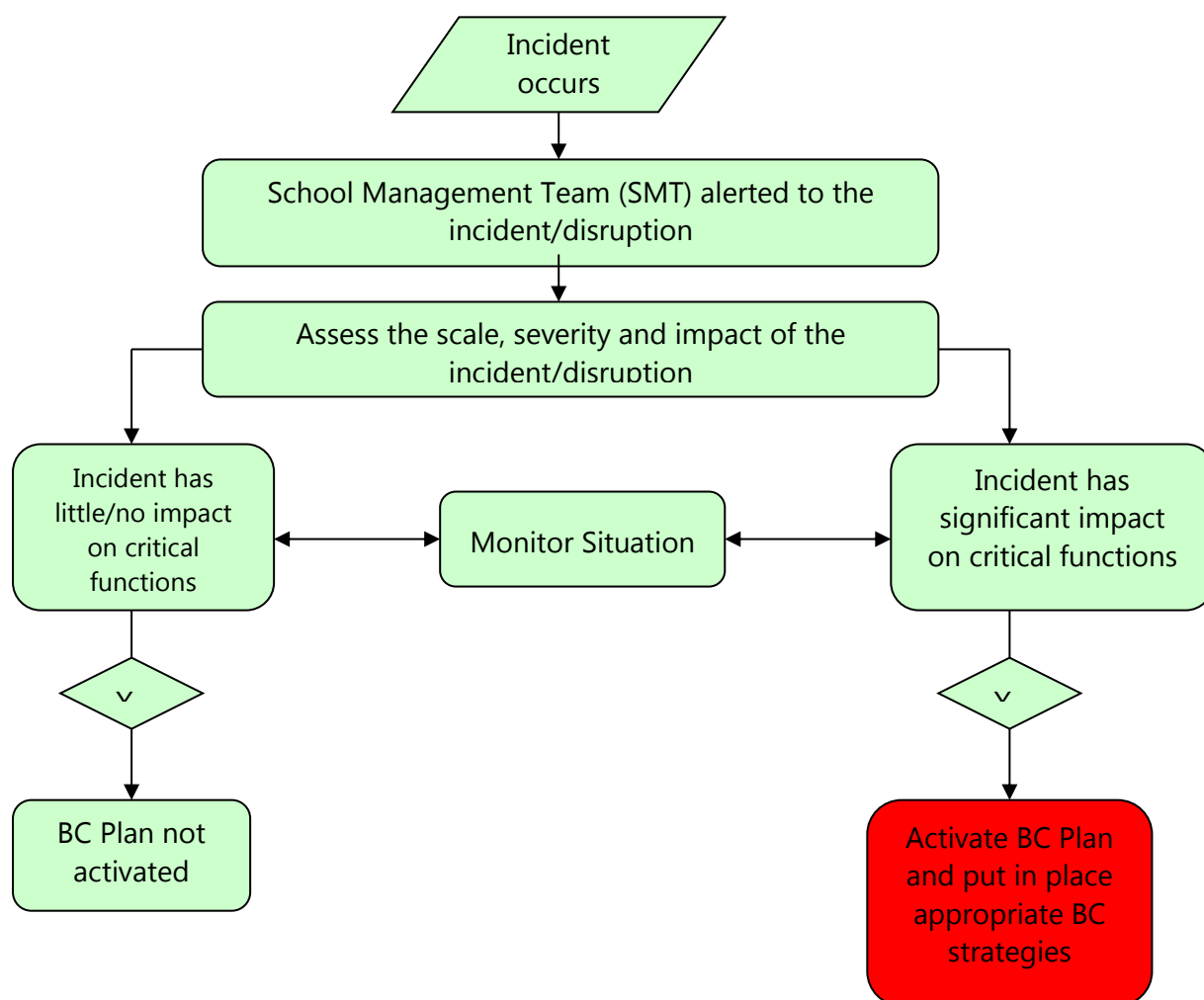
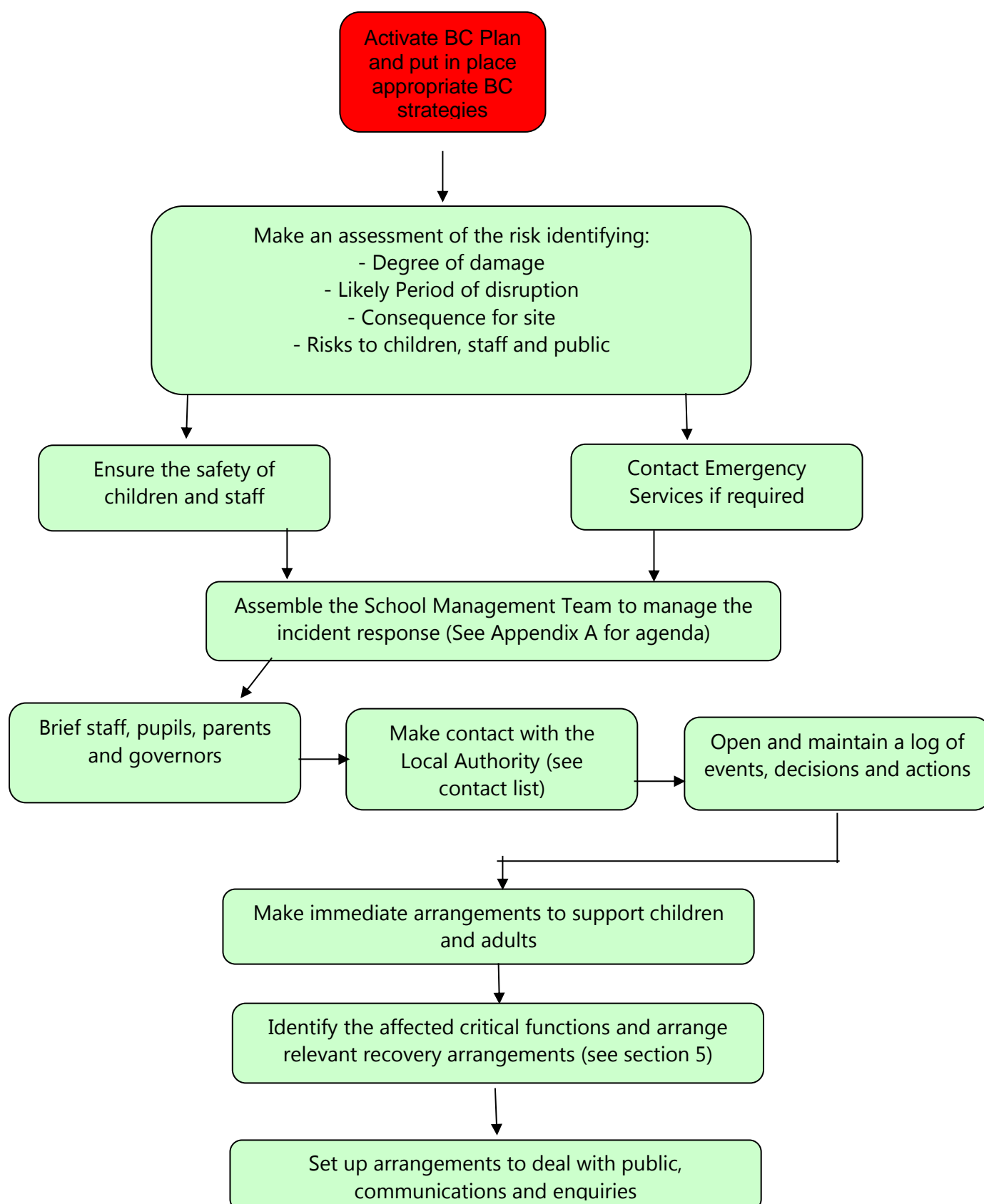## SECTION 3: PLAN IMPLEMENTATION

3.1 Incident Response

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

```
┌─────────────────────┐
│   Activate BC Plan   │
│   and put in place   │
│   appropriate BC     │
│   strategies         │
└─────────────────────┘
          │
          ▼
┌─────────────────────────────────────┐
│ Make an assessment of the risk       │
│ identifying:                         │
│   - Degree of damage                 │
│   - Likely Period of disruption      │
│   - Consequence for site             │
│   - Risks to children, staff and     │
│     public                           │
└─────────────────────────────────────┘
```

Ensure the safety of children and staff

Contact Emergency Services if required

Assemble the School Management Team to manage the incident response (See Appendix A for agenda)

Brief staff, pupils, parents and governors

Make contact with the Local Authority (see contact list)

Open and maintain a log of events, decisions and actions

Make immediate arrangements to support children and adults

Identify the affected critical functions and arrange relevant recovery arrangements (see section 5)

Set up arrangements to deal with public, communications and enquiries

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	▪ Responsible owner of Business Continuity Management in the School ▪ Ensuring the School has capacity within its 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)	▪ 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 *Could consist of:* *Headteacher* *Business Continuity Coordinator* *Health and Safety Coordinator* *Chair of Governors* *Premises Manager*	▪ 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)	▪ To record all key decisions and actions taken in relation to the incident	The Headteacher or School Incident Management Team.
Media Coordinator	▪ 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	▪ Co-ordinating communication with key stakeholders including:
	  o Governors
	  o Parents/Carers/carers
	  o Local Authority (SCC)
	  o School Crossing Patrol
	  o School Transport Providers
	  o 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	▪ 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	▪ 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	▪ 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.	2 Days

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.
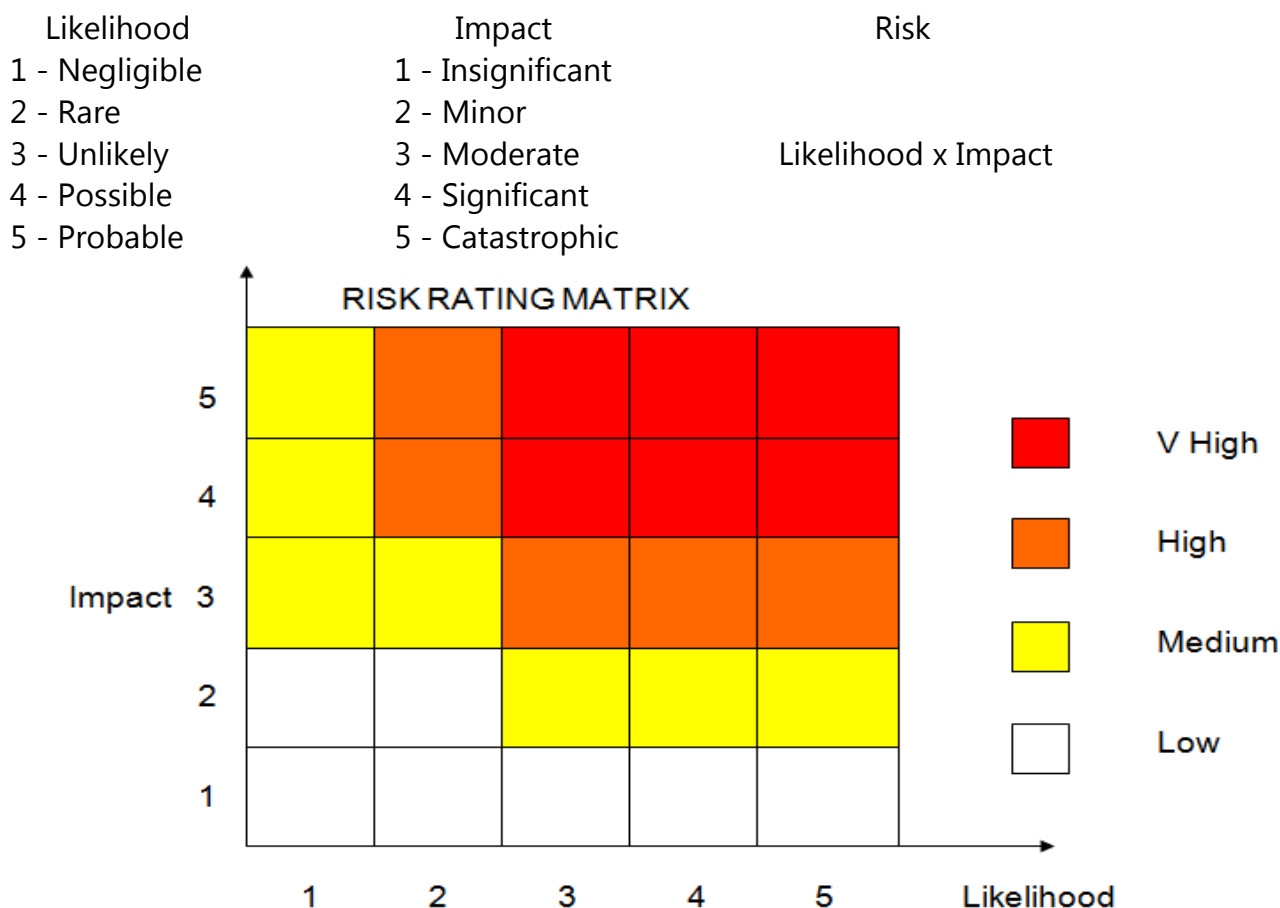
The Risk Assessment matrix in this plan differs slightly from that used in the assessment of corporate risk. This matrix is incorporated into the ISO22301 which is an International Standard that Somerset County Council has aligned its BC plans to. The ISO22301 is designed specifically to aid Business 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	
2 - Rare	2 - Minor	
3 - Unlikely	3 - Moderate	Likelihood x Impact
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
Complete loss of site **Risk Rating:** **3x3 = 9 High**	Potential alternative sites: SSPS is multi sited	1: To move students and staff to another suitable site within the school if appropriate to the age range and number of the students. If no suitable site is available, look to hire temporary accommodation or seek alternative via LA.
		2: Mobile/outreach workers to seek an alternative workbase within the school or to work from home via VPN.
		3: Increase use of virtual learning and use staff to conduct welfare visits.
		4. Move to entire remote provision
Partial loss of site **Risk Rating:** **3x3 = 9 High**	- Use of other free classrooms - If no suitable site is available, look to hire temporary accommodation or seek alternative via LA.	

	- Increase use of virtual learning and use staff to conduct welfare visits.
Temporary loss of premises (utility failure) **Risk Rating**	- Increase use of virtual learning and use staff to conduct welfare visits. - 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.

5.2 Loss of Staff

The most likely scenarios involving a significant loss of staff are industrial action, fuel shortage, outbreak of disease (e.g., Pandemic illness) 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.

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.

It is also important to consider 'Single Points of Failure' i.e. Exams Officer/Premises Manager etc

Risk	Potential Workarounds
Pandemic/ Flu **Risk Rating:** **4x4 = 16 Very high** **(risk rating increased at 2022 review)**	A flu pandemic will occur in waves, and in view of the Covid-19 pandemic, will require individuals that have tested positive to isolate to reduce the risk of transmission. Disruption will affect both children and staff, and in some cases, staff will need to consider factors such as childcare, caring for sick relatives.
	- Alternative teaching arrangements to include staff from other sites not effected - Temporary cover - Hygiene precautions - Reciprocal arrangement with a partner school for Exams Officer - Remote teaching of students should school have enforced closure for containment. Useful information/contacts: SSE Covid-19 Guidance and Information

Fuel Crisis **Risk Rating:** **3x3 = 9 High** **(rating increase in 2022 due to recent pandemic experience and war in Ukraine)**	- Alternative teaching arrangements - Virtual learning - Local supply cover - Alternative transport arrangements Useful information/contacts: School transport 01823 356041 , Taxi Companies- Radio Cabs 01935 426666
Industrial Action **Risk Rating:** **2x3 = 6 Medium**	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
	- Virtual learning - Alternative teaching arrangements - Relocation of staff or students to a site less affected by industrial action
Severe Weather **Risk Rating:** **5x3 = 15 High**	In the event of severe weather (e.g., snow/flooding), staff may be unable to travel to work. Employees are expected to make all efforts to reach their usual place of provide they can do so safely without putting themselves or others at risk.
	- Pre-identified decision process (see 'Severe weather: Quick reference guide - Alternative teaching arrangements - Alternative school transport arrangements - Staff to attend closest open SSPS site

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:** **3x4 = 12 High**	- SIMS, FMS - PDrive - Internet	- Back up paper system - Disaster Recovery Contracts - Off site back up arrangements - 'Cloud' arrangements
Loss of Data **Risk Rating:** **2x4 = 8 High**	**Critical Data** - Unlikely due to IT back up being off site, cloud based and monitored by SCC ICT	**Workaround Options** Continue teaching by other methods
Loss of Telephony **Risk Rating** **4x3=12 High**	*In the event that the main landline was lost, what alternative communication methods do you have in place?* - Email - Work mobile phones and PAYG phones - Radios - Microsoft Teams	

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:** **2x3 = 6 Medium (lower in summer months)**	- Heating system/hot water – could operate safely for 2 days, possibly longer depending on utility.	- Additional portable heaters - Make use of an alternative site
	- Catering provider failure – sustainable for 5 days	- Prepare picnic style lunch or hot lunch depending on utility supply at SSPS.
	- IT Network/Telephone system and associated teaching technology	- Make use of an alternative site - Virtual learning with staff WFH.
Water **Risk Rating:**	**Impact** - Drinking supply – sustainable for 2 days	**Potential Workarounds** - Bottled water

	- *Sewerage*	Make use of an alternative site which is unaffected

SECTION 6: CONTACT INFORMATION

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
Chair of AMG	Andrew Smith	Held on SIMS	**Home:** **Mobile:** 07966381589 **Other:**	Andrew.smith2@educ.somerset.gov.uk
			Home: **Mobile:** **Other:**	

6.1 Staff Contact Information (School Incident Management Team)
Details as above or on SIMS

Further information on school Closures is available on Guidance for Schools, via the following link: 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	Please follow the School Closures guidance: School Closures				
Somerset County Council			0300 123 2224		
SSE Property Services			01823 357357		
SCC 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		
Public Health England			020 7654 8000		https://www.gov/government/organisations/public-health-england
Support Services for Education					

APPENDIX

APPENDIX A: INCIDENT MANAGEMENT TEAM AGENDA

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

        Please also refer to the School Guide '*Dealing with Major Incidents and Updating your Contingency Plan'* for key contacts and actions to follow in the event of such an incident.

APPENDIX B: INCIDENT LOG FORM

Log of Events, Decisions and Actions				
Completed By:			**Sheet Number:**	
Incident:			**Date:**	
Time	**Log Details**			

Appendix C-   Distribution list

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

Headteacher
School Business Continuity Coordinator
Chair of Governors
Emergency Pack should hold a copy of the BC Plan
SLT

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
Gas Leak	27/11/2019	Students don't react well to change however the ability to move sites allowed T&L to continue.
COVID at MY PRU	July 2021	Move to remote learning was successful and therefore repeatable if required