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CLEMENTS

PRIMARY ACADEMY

SCHOOL BUSINESS CONTINUITY PLAN

September 2021

TRAUMATM
INFORMED
SCHOOLS

TISUK Award winning school



Purpose

The objective of this plan is to maintain or recover the critical services and activities at Clements Primary Academy in the event of a major disruption.

This plan should be completed using the accompanying guidance document.

This plan compliments (and does not replace) the existing procedure from Suffolk County Council on Managing Critical Incidents.

This plan includes:	Page
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List of possible disruptions	4
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Action Cards (for each high risk disruption)	
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Loss of Kitchen Use	9
Break ins	9
Appendices (optional)	10

CRITICAL SERVICES OR ACTIVITIES

Critical Service/Activity	Recovery Time Objective	Service Details In particular – what should be maintained or recovered in the event of disruption.	Responsible Person
Heating	½ day	Warmth	Vicky Hogg
Gas/Kitchen	By 11am	Ability to provide a meal	Vicky Hogg
Staff	By 9am	Legal ratios of staff:children	Vicky Hogg
Premises	1 week	Scape to accommodate children	Vicky Hogg
Utilities	½ day	Functioning toilets/basins	Vicky Hogg
Examinations	1 day	Enable pupils to sit examinations (including SAT's, GCSE and A-Level).	Vicky Hogg
Teaching	1 week	Deliver the requirements of the National Curriculum (Foundation to Key Stage 4) incl. the duty to provide 190 days education.	Vicky Hogg
Teaching Support	2 weeks	Assist in the education of pupils and running of establishment services.	Vicky Hogg
Maintain site safety and security	1 day	Provision of suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care requirements, health & safety legislation etc.	Vicky Hogg
Catering	1 week	Provision of free school meals to national standards.	Vicky Hogg
Administration	2 weeks	Administer key administrative functions, e.g. admissions, correspondence, financial management etc.	Vicky Hogg
Coursework	1 month	Safe keeping of coursework including electronic documentation and other physical items.	Vicky Hogg
Records	1 month	The keeping of suitable records in relation to staff/pupils and general administrative functions, e.g. pupil attendance.	Vicky Hogg
Cleaning	1 week	Carry out general cleaning such as toilets, waste collection and removal.	Vicky Hogg
Property and equipment maintenance	1 month	Ensure the long term functionality of all buildings, plant and equipment.	Vicky Hogg
Extended Services	1 month	Extended services may include Breakfast Clubs, After School Clubs, Children's Centres, hiring of rooms/halls etc.	Vicky Hogg

POSSIBLE DISRUPTIONS

Possible Disruption	Impact (A)	Likelihood (B)	Risk Rating (A x B)
Loss of Kitchen use	3	2	6
Break ins burglaries	3	2	6
Loss of staff (industrial action, flu pandemic, seasonal flu)	2	5	10
Loss of premises – partial or total (fire, flood)	2	4	8
Loss of utilities (power, water, sewerage, gas, phones)	3	4	12
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	3	3

The purpose of this list is to identify the disruptions that should have action cards (higher risk rating) and those which do not (lower risk rating).

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

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 following will take overall responsibility of the school's response to an incident and bring together the Incident Management Team.

Name	Role	Contact Details	Deputy	Contact Details
Vicky Hogg	Head	07792 653673	V Jennings	07760341414
John Baillie	Chair of Govs	07733008010		

Most Likely Key Players

The following should be contacted to form an Incident Management Team who will carry out the actions required to maintain or recover critical services/activities. This list should include some of those listed as Responsible Persons in the list of Critical Services/Activities.

Name	Role	Contact Details
Lisa Dore	Office Manager	07949 079709
Sandra Bottomley	EYFS Leader	07968 690685
Chairhana Peters	Key holder	07825368228
John Baillie	Chair	07795162685
V Jennings	Deputy	07760341414
V Hogg	Head	07792 653673
Paul Smith	Caretaker	07788 584936

Appendix 3. is an opportunity to list the roles and responsibilities of key players, also see the guidance document.

Location

The details of the most appropriate location (off-site) for the Incident Management Team to meet should be Burton End Primary Academy, Haverhill.

Records

An Incident Log must be opened as soon as this plan is invoked, see Appendix 1.

GENERIC ACTIONS

Note – this action list assumes that all immediate emergency actions such as evacuation have taken place according to existing school procedures.

Action	Considerations
<p>Assess the situation:</p> <ul style="list-style-type: none"> • Survey the scene. • Contact the emergency services if still on site. <p>Assess the scale, severity, duration of the incident and its likely impact on the school's critical services and activities (see page 3).</p>	<p>Who do you need to help you manage your recovery?</p> <p>Are there any key milestones or statutory deadlines approaching?</p>
<p>Establish an Incident Management Team contact point for all personnel.</p>	<p>This may be a physical location or a phone number.</p>
<p>Allocate specific roles as necessary. See Appendix 3 for some suggestions.</p>	<p>E.g. site liaison, staff comms, log keeping.</p>
<p>Ensure a log of key decisions and actions is started and maintained throughout the incident.</p>	<p>See Appendix 1 Record major financial costs.</p>
<p>If there is time and it is permitted by the emergency services, consider the recovery of vital assets/equipment to enable delivery of critical School activities.</p>	<p>In particular:</p> <ul style="list-style-type: none"> • Paper files • Course work
<p>Notify the relevant stakeholders:</p> <ul style="list-style-type: none"> • Staff • School governors • Suffolk County Council 	<p>Notify them of your:</p> <ul style="list-style-type: none"> • Assessment • Arrangements for keeping in contact.
<p>Agree with Suffolk County Council who is making arrangements for:</p> <ul style="list-style-type: none"> • 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) 	<p>Important contacts at SCC should listed in Appendix 2.</p>
<p>Plan how critical services and activities will be maintained or recovered, using the prepared business continuity Action Cards. (see page 7) Appendix 4 is an opportunity to list the essential resources required to recover critical activities.</p>	<p>If none of the prepared business continuity Action Cards are appropriate, the IMT will need to create actions on the day.</p>
<p>Agree with IMT and stakeholders date/times of future updates, meetings, progress reviews and communications.</p>	<p>Commonly known as the "battle rhythm".</p>

Note – it may be useful to maintain an emergency box or grab bag, see guidance document for further details.

ACTION CARDS

Included here are prototype Action Cards for specific disruptions, they should be completed, extended and added to as required.

Action Card for a 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.	See page 3
Use of temporary staff from an external source, e.g. Supply Teacher Agencies.	Protocol 01223 463140 Randstad 01223 368836
Redeployment of staff from less critical services/activities to more critical ones.	May require multi-skilling to ensure staff are capable of undertaking different roles.
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 Teaching Assistants, Student Teachers etc. • Deploy school's Remote Learning Programme • Pre-prepared educational materials that allow for independent learning 	It is advisable to maintain lists of minimum staff numbers for critical services/activities, e.g. teachers, teaching assistants, technicians, invigilators, SEN support staff, admin' staff.
Using mutual support agreements with other Schools.	Burton End, Castle Manor
<p>Note – during staff redeployment, thought should be given to the level of skills, knowledge and qualifications that will be required, including the need for CRB checks.</p> <p>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).</p>	
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.
<p>Note – if the cause of staff loss is Flu Pandemic, there will be further advice and guidance from SCC, e.g. on infection control, antivirals, persons at risk, school closure, vaccination etc.</p>	

Action Card for a 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.	See page 3
Relocation options may include...	
Using mutual support agreements with other Schools.	Burton End, Castle Manor
Using pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises.	
Hire in temporary quick-assemble accommodation, e.g. portakabins.	01284 758686 Corporate Building Locality Repairs
Also be mindful of: <ul style="list-style-type: none"> • Public access requirements • Special (e.g. wheelchair) access requirements 	Child using wheelchair, Nursery Aged children
Deploy school's prepared Remote Learning Programme.	Type / quantity of RLP materials. Nationally or locally available. Timetable for delivery of RLP. Parent / pupil communications.
Continue / scale down planned off-site activities e.g. swimming, physical activities, school trips.	
Deploy emergency generator for power loss.	01284 758686 Corporate Building Locality Repairs

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.	See page 3
A list of the key IT applications should be prepared by the school.	Sims, FMS, Word, Excel,
Recover electronic back-ups of key school data e.g. CD or Memory Stick, mirrored servers etc.	In server room and off site back up at Burton End
Reverting to paper-based systems e.g. paper registers, whiteboards etc. Recover photocopies of data stored on and off site.	
Teachers to modify lesson plans.	
Power loss - Uninterruptible Power Supply should allow the controlled closure of all ICT by staff	
Telephone loss – set up a temporary network of mobile phones. Contact land-line provider to redirect phone numbers to a mobile or alternative location.	077950653673

Action Card for <other disruptions>	Further Information (e.g. Key contacts, details of arrangements, checklists)
Kitchen use	Arrangement with Westfield School to support the provision of a hot meal.
Break ins	Report via 101, tell Janice Lee, Nick Wilding, Nadine Coleman at LA, fix using property repairs service

Appendix 2. External Contact List

Organisation	Name (if possible)	Contact Details
Trust Office	Park Road Haverhill	01440 333400
SCC (Head Office)	Endeavour House	0845 6077055
SCC (School Transport)	Suffolk Norse	01473 341500 / 01473 341501 / 01473 341502 / 01473 341503
Catering	EATS catering	01473 260370
Cleaning	Monthind	(Wendy Christofferson) 07584 474673
Building Maintenance	Corporate Property	07917 598745
Power (supplier)	Electric - British Gas	0845 154 2887
Power (UKpowernetworks)		
Phone provider	B.T.	0800 800150
Gas (National Grid)	British Gas	0845 154 2887
Anglian Water	Anglian Water	03457 91 91 55
Staff Agency		
Mutual Aid Schools		
Data Back-Up location	Castle Manor Academy	01440 705501
Power Generator Provider		
Other suppliers and providers as appropriate		

Appendix 3 Roles and Responsibilities

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 its 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	<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 Coordinator 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>	<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.

Appendix 4. Emergency Box or Grab Bag (Optional), suggested contents.

Section	Details
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Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc
Organisational Information	Staff Handbook (policies and procedures)
	School branding material and stationery
	School logo
	Other key documents
Financial Information	Bank, insurance details, Payroll 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	