Bradgate Education Partnership

The Pochin School
(Academy)

SERVICE CONTINUITY PLAN

March 2017

Emailed Copy to James Colford- LCC Insurance

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INTRODUCTION AND PURPOSE OF PLAN

The BEP group of schools and the local governing bodies are exposed to a large number of events which have the potential to cause major disruption to our services. Although such events are rare, it is important that we have in place plans to help us manage and recover from these situations as they arise. Not only is this good practice, it is also considered essential for an organisation responsible for delivering high quality education to the community.

One of the problems in planning for a disaster is that it is impossible to predict what that disaster might be or when it might happen. Past experience has identified some potential threats that have caused disruption to education services, including flooding and storm damage, fire, civil unrest, and outbreaks of animal disease in rural areas.

In developing these plans we need to be mindful of any particular vulnerabilities or risks to which our school are exposed.

Rather than developing many plans to deal with every foreseeable eventuality, our plan is structured around the concept of failure or loss of access to the key resources we need to provide our services.

This means, irrespective of the cause, our plan focuses upon the loss of data, IT and communication systems, teaching spaces and equipment, office workspaces and facilities, and our human resources. In this way, regardless of whether the adverse event is a major fire, a bomb, or a flu epidemic, we have plans in place to effectively manage the loss of the affected resource.

The objectives of the plan are to ensure that, should an adverse event occur:
The local governing body will be the first point of call for support and advice.
We continue to protect the health, safety and wellbeing of our staff, students and users of our facilities.
We continue to provide critical services to our students
We achieve full, effective and efficient restoration of all services
We communicate in a clear and timely manner to all our stakeholders
We protect and enhance the reputation of the local governing body and our schools

The plan does not provided a definitive list of all actions needed to be taken during an adverse event affecting our continuity, however, by producing, maintaining, and testing the plan, we will be more prepared, and will enhance our own capabilities in order to protect our schools, our students and stakeholders, and recover in a more efficient and effective manner.

The Service Continuity Plan is maintained through the full support and endorsement of the local governing bodies, Head Teachers & the Trust Board.

Print:………………………..   Sign:…………………………   Date:

WHEN & HOW TO INITIATE THE SCP

What constitutes a serious adverse event?

A serious adverse event is;

Any event that results in the failure or loss of a key resource and which maintains the potential to cause total loss or severe disruption to the work activity of a section or whole of the school for more than 2 working days or as appropriate to circumstances.

Note 1: It may not be apparent at first, how long the serious adverse event or loss of resource will endure. If in doubt, the Crisis Management Team will decide, based on the information available, on the extent to which the SCP needs to be activated.

Note 2: Although the full SCP may not be activated, the plan may still help to reduce the disruption to work activities that may be caused by any number of more minor events.

Recovery objectives and priorities

The recovery objectives and priorities of this plan are based upon the nature of our business, and have been developed in direct accordance with the results of a service impact analysis. The service impact analysis was conducted to provide a specific insight into the criticality of the different components of the school, and to ensure that our response to an adverse event which may affect continuity is efficient, effective and is focused entirely in accordance with the needs of the school, its students and our stakeholders.

In the event of the need to invoke the service continuity plan, our recovery strategy will generally be based upon the following priorities:

<u>Primary:</u>
Information Technology and Communications
Teaching activities and classroom accommodation
Finance and Account Management, Human Resources
Caretaking and Maintenance
Catering

<u>Tertiary:</u>
Trips and visits, access to shared facilities e.g. sports.
Venue hire to community users

(The priority of some areas may be variable depending upon which part of a curriculum cycle an event occurs in e.g. accommodation is most critical during term time).

<u>Recovery is based upon a;</u>

(48 Hour) Short term; Recover, Relocate or Close Plan designed to recover the most critical processes, to temporarily close the school, or to provide alternative temporary accommodation.

(10 Day) Disaster Recovery or Temporary Accommodation Plan which will be invoked on completion of the 48 Hour Plan to recover all other processes.

Plan Initiation - serious adverse events occurring during normal working hours

The first consideration should be to the welfare of our staff, students and visitors. Existing emergency response and evacuation procedures should be followed for any event requiring building evacuation signalled by an alarm or on instruction by the emergency services.

For other types of adverse event, the person becoming aware of the situation should report their concerns immediately to Head Teacher or the Deputy Headteacher.

If the information available indicates that the incident might constitute a serious event resulting in severe disruption of service, then the Head Teacher or Deputy should immediately contact a member of the Crisis Management Team and the local governing body.

Plan Initiation - Serious adverse events arising outside of normal working hours

If the serious adverse event arises outside of normal working hours then it may be discovered by the first employee arriving on site. In these situations, the employee should immediately notify Head Teacher, Deputy or member of crisis management team (CMT).

Serious adverse events which occur outside of normal working hours may also be notified to e.g. nominated key-holders, who should be instructed to contact Head Teacher, Deputy or member of CMT.

Once notified, if the information available indicates that the serious adverse event might result in the failure or loss of a key resource and which will cause total loss or severe disruption to the work activity of a section or division of the school, then the section Manager or deputy should contact a member of CMT (see below).

Incident log.

A log recording, the sequence of events, with times and records of actions taken must be maintained throughout the management process.

Testing and Maintenance of the Plan

Key components of the plan will be tested on an annual basis, or sooner if significant changes to the school, or its services are made. These tests will range from undertaking simple desk top scenario-based exercises through to more complex simulations involving non-notice activation of the plan.

Records of all tests will be maintained, and the results of the tests routinely analysed and used to make improvements to the plan.

Recording of Adverse Events

All adverse events which result in, or at least created the potential for, **significant** disruption to service for a period of more than 2 to 3 days will be recorded and reported using the Disruption to Service Record Form (see Appendix 4). All events will be investigated and analysed, and used to improve the robustness of the organisation and its response to such incidents where possible.

CRISIS MANAGEMENT TEAM – CMT

Role of the CMT

The role of the CMT is to minimise the impact of the serious adverse event on people, the environment, and the activities of the school. They are responsible for assessing the potential impact of the event, and for directing the implementation of the service continuity plan. Decisions will be made by the team regarding the level to which the plan needs to be implemented depending on the nature and scale of the event.

Membership of the CMT

Permanent members of the CMT will be the (senior management team), namely:

Name	Job title
Stephen Cotton	Head Teacher
Heather Sharpe	Deputy Headteacher
Gill Hussey	CoG
Emma Shabtay-White	Finance Chair
Dawn Woolerton	SMB

Depending on the type and nature of the adverse event, other members of staff may be required to provide advice to the CMT. Not exclusively, this may include:
Section Manager(s)

Val Watts & Sam Chapman	PO
Lynne Hill	Cook
Gareth Nelmes	CEO of BEP
Resilience Team (crisis line)	LA

Contact details for the individuals listed above are contained in Appendix 3.

Formation of the CMT

The CMT will convene at an agreed location at the earliest opportunity.

The CMT meeting location may be influenced by the location and type of adverse event which has occurred. The CMT will meet at a convenient location dependent upon the circumstances.

ROLES AND RESPONSIBILITIES

ROLE	Details of RESPONSIBILITIES	PERSON POST IDENTIFIED FOR ROLE
Incident Manager	The communication plan:	Stephen Cotton -HT
Information technology coordinator	Update website to provide information to parents guardians and staff:	Dawn Woolerton - SBM
Parent Liaison	Provide information and update to families.	Dawn Woolerton - SBM
Administrators/Office Staff		Clare Harris – Clerical Assistant

COMMUNICATION PLAN

Liaison and Communication with the Emergency Services

If the emergency services are involved in the adverse event, then the CMT will appoint an individual from within its membership to act as a liaison officer.

Communicating with employees

At the earliest opportunity, all staff should be provided with information regarding the adverse event, and instructions on further actions to be taken. CMT should arrange for a message to be sent to all staff informing them of the adverse event and perceived impact on the operational effectiveness of the school.

If the adverse event has arisen during normal working hours then a staff briefing should be held at a safe location.

If the adverse event occurs outside of normal working hours then staff should be contacted on their home numbers or mobiles using a cascade communication system.

In turn other managers and supervisors will contact Stephen Cotton).

Contact telephone numbers have been circulated to all relevant managers.

All staff that are affected but are off-site for any reason should also be informed of the adverse event without delay.

If the decision is taken to send staff home, or to wait at home while the situation is assessed, then arrangements should be made to contact them again within a specified time period to provide an update and fresh instructions. The SchoolComms system should be used.

Communicating with Students, Parents and Guardians

CMT will develop a message to be communicated to students and others and instruct appropriate individuals within the organisation to communicate these messages. This will include a text to parents, statement posted on the school website and information to local radio stations and other media as well as newsletters or other written information.

Information to be communicated may include:

Information on the adverse advent and perceived impact on the operational effectiveness of the organisation.

Action being taken to recover services.

Advice and instructions on closure, alternate arrangements / temporary procedures.

A commitment to keep informed and the schedule for further updates on communications.

Responsibility for maintaining contact details

Responsibility for maintaining up-to-date contact information for staff, students and others is as follows (Note: **All contact information must be accessible outside of office hours**):

STAFF: **Dawn Woolerton**

STUDENTS: **Dawn Woolerton**

Communicating with other stakeholders

CMT will identify other persons and organisations who need to be informed of the event and will appoint a member of staff to keep these persons informed.

It will be the responsibility of: Dawn Woolerton

To maintain contact details of (e.g.)
- **Insurers**
- **Other users of site facilities**
- **Contract cleaners**
- **Contract caterers**
- **Equipment and service suppliers**
- **Finance, payroll and banking**
- **Current IT suppliers (infrastructure, hardware and software) and consultants relevant to IT performance and its efficient functioning.**

Dawn Woolerton will be responsible for making contact / notifying the relevant insurance companies and for collating the information required to lodge a claim under any relevant insurance policy.

Communicating with the Media

The CMT will appoint one person from within its membership to liaise with, and answer any requests for information provided by the media.

In recognition of the importance to communicate a clear, concise and consistent message at a time when many of our stakeholders may be concerned with our operational effectiveness, all staff should refrain from answering any media enquiries, and instead, refer those enquiries directly to the appointed CMT member.

STAFF AND STUDENT WELFARE ISSUES

Support during recovery process

Head Teacher will be responsible for co-ordinating and advising the CMT on staff and student support requirements during any service recovery operation. Issues that may need to be considered include (but are not restricted to):

The provision of welfare services.
Flexible and home working arrangements.
Alternative transport arrangements.
Website and internet information provision and support.
Exceptional staff expenses (travel, subsistence etc).

SERVICE RECOVERY PLANS

On the following pages are plans and activity checklists associated with recovering the service in the event of the loss of one or more of the key resources required to provide our services.

An adverse event may impact on one key resource, or it may impact on several at the same time.

The type and nature of adverse event being experienced will directly influence the course of action we take to recover the service. In certain circumstances it will be necessary to recover the service in phases (short / medium/ long term). The priority for service recovery will be based upon the criticality of the service or function to the provision of our key services as mentioned previously.

Plans are developed around recovery of operations in the event of loss of the following key resources:

-        IT systems, data and communications (LEAMIS)

-        Teaching space, Workspaces and office support systems / facilities / physical assets and equipment

-        Staff resource

IT SYSTEMS RECOVERY

Loss of IT Systems

ICT systems are critical to the operation of the school and critical functions must be recovered within 48hrs of any significant loss. Full recovery will take place within 10 days.

Development of a '48 Hour ICT Disaster Recovery Plan' to recover the most critical service processes and a separate '10 Day ICT Disaster Recovery Plan' is the responsibility of ICT technician, Leamis & Business Manager and contains the following elements;

- Identification of critical and secondary ICT needs.

- Arrangements for managing the complete loss of all or part of the system within the school and recovery of ICT systems for staff relocated into other areas, alternative sites, or working from home. This presumes that no equipment or material of any kind is available from the lost area.

- A strong backup policy that provides a complete backup, on at least a daily basis.

- A detailed plan for restoring power, equipment, software, data, communications, and ancillary equipment to the identified locations within specified times.

ACCOMMODATION AND OFFICE SUPPORT SYSTEMS RECOVERY

Relocation

In the event that any space cannot be accessed for a period of time the following space recovery plan will be invoked:

Short term plan:

- Relocate within the site where possible

- Close the site for up to 5 days (term time)

- Relocate to schools within BEP or local community facilities

- Identify critical staff groups as necessary to create additional work space or free up ICT equipment

- Provide temporary accommodation and equipment on site

- Use home working where possible

Medium / long term plan:

CMT will be responsible for assessing the situation and where necessary make arrangements for more permanent relocation. A list of school service contact numbers can be accessed under appendix 6.

- Arrange redirection of telephone numbers

- Managers will be responsible for providing information on the numbers to be redirected.

- Arrange redirection of mail **(contact department for Royal Mail)**

- Arrange supply of additional furniture or equipment

- Continue ICT recovery

- Arrange transport

- Plan for reoccupation of restored site

HUMAN RESOURCE RECOVERY

Loss of people/ human resource is perhaps the most difficult type of loss to plan for as skills, knowledge and experience cannot be easily replaced, particularly in a short space of time.

Below are listed a number of key actions needed to reduce the risks associated with significant loss of human resource and mitigate against the impact of such an occurrence on the operational effectiveness of the school.

Planning actions prior to the adverse event

Ensure that critical jobs and functions have been identified within each area, and that adequate numbers of staff have the knowledge, skills and experience to perform these critical jobs and functions and thereby maintain the provision of the critical services.

Ensure that a number of key staff have the skills, resources and relevant authorisations in order to work from remote locations. Mobile communication devices and access to relevant information to allow for service delivery are critical components of the resource requirements.

Telephone and web facilities are available and can be used from remote locations.

Actions to be taken / considered in the event of a significant human resource shortage

Overtime payments or time off in lieu will be offered as appropriate.

Temporary redeployment of staff between partner or buddy sites.

Temporary reallocation of work activities within the school.

Temporary employment of agency staff / contractors and associate consultants.

Prioritisation of work activities.

Temporary suspension of non-essential work activities.

Infectious disease adverse events

For adverse events such as pandemic flu and other infectious diseases / viruses, the following measures may also be considered / implemented:

Staff will be instructed to stay at home if they are ill, or displaying certain symptoms to suggest they are becoming ill and are likely to spread the infection.

Non essential internal and external meetings / forums / training courses will be postponed, or where possible, held using remote electronic communication methods (web meetings, conference calls etc).

Flexible working arrangements will be introduced on a case by case basis to cater for a temporary change in individual staff's personal circumstances (e.g. provision of care to ill family member).

APPENDIX 1 - CHECKLIST OF ACTIONS: CRISIS MANAGEMENT TEAM

Before the Event / Planning & Preparation

☐ Ensure all contact details are available, up-to-date and accessible at all times.

During an adverse event

☐ Establish contact and lines of communication with other CMT members.

☐ Evaluate the impact of the adverse event and decide on the extent to which plan will be invoked.

☐ Direct actions of appropriate managers and staff to implement the crisis management and recovery plans.

☐ Nominate a person to liaise with emergency services (as necessary).

☐ Nominate a person to liaise with the media (as necessary).

☐ Develop and agree on internal communications / messages (to affected staff)

☐ Nominate a person to act as focal point for internal communications in relation to the adverse event, and provide regular news updates as required.

☐ Develop and agree on external communications / messages to students, parents and guardians, external stakeholders (governors, partners, suppliers etc).

☐ Nominate a person to act as focal point for external communications in relation to the adverse event, and provide regular news updates as required.

☐ Nominate a person to co-ordinate and arrange the transfer of telephone numbers.

APPENDIX 2 – CHECKLIST OF ACTIONS: HEAD TEACHERS, DEPUTIES AND CMT

Prior to an adverse event:

Office evacuation procedures have been developed, communicated to all staff, and practiced once a term.

Staff are aware of contact details for Headteacher and Deputy on discovering an adverse event.

Contact details for all associated staff members are held by relevant Managers, and Deputies are available, with copies securely held off-site. To include office numbers and out of office contact details.

Ensure contact details for students and other relevant stakeholders) are available, with copies securely held off-site.

Contact details of all associated staff members, students and other relevant stakeholders are up dated at regular frequencies.

Managers and Deputies maintain access to the contact details for all members of the Crisis Management team, copies of which must be securely held off-site.

Paper based files are stored in appropriate filing cabinets and the cabinets are closed out of hours (fire protection for files).

Further actions to be taken In the event of an adverse event

Undertake any actions intended to safeguard the health and welfare of staff and visitors.

Assess the initial impact of adverse event on the operational effectiveness of service delivery and report the results of the assessment to Crisis Management Team without delay.

Provide information and instructions to all affected staff on the nature and scale of the adverse event and any actions they are required to undertake.

If instructed by CMT, issue approved communications / messages to internal and external stakeholders

APPENDIX 3 – CMT CONTACT DETAILS

BEP emergency contacts

SCHOOL		HEADTEACHER	DEPUTY HEAD	SCHOOL BUSINESS MANAGER (SBM)	CHAIR OF GOVERNORS
Eastfield Primary School 0116 2694692	NAME	Bill Griffiths	Kate Litchfield		Liz Ellis
	HOME TEL.	0116 2417979	01509 412284		0116 2692399
	MOBILE	07770967612	07754 506602		07710 274667
Gaddesby Primary School 01664 840253	NAME	Leigh Fox			Peter Wardman
	HOME TEL.	07879 660338			01664 840380
	MOBILE	07876 500457			
Broomfield Community Primary 0116 2606704	NAME	Alex Allison			
	HOME TEL.	01509 415027			
	MOBILE	07946513260			
Church Hill CofE Infant School 0116 2692083	NAME	Meera Bulsara	Kirstie Randle		
	HOME TEL.	0116 2741360	0116 2392819		
	MOBILE	07813718162	07979966282		
Seagrave Village Primary School	NAME	Maxine Chafer			
	HOME TEL.				
	MOBILE				
Newtown Linford Primary School	NAME	Chris Chorlton			
	HOME TEL.				
	MOBILE				
The Merton Primary School 0116 2608150	NAME	Shelagh Thomson			
	HOME TEL.				
	MOBILE	07909112386	077620154142		07803326447
The Pochin School 0116 269 2078	NAME	Stephen Cotton	Heather Sharpe	Dawn Woolerton	Gill Hussey
	HOME TEL.	0116 2392095	01664 500164	0116 2692154	0116 2600889
	MOBILE	07849 938453	077182 16959	07803 964336	07752 566177
Swallowdale Primary School	NAME	Nic Ward			
	HOME TEL.				
	MOBILE				
Roundhill Academy 0116 269 3896	NAME	James Tickle			
	HOME TEL.				
	MOBILE				
Great Dalby Primary School	NAME	Lucy Anderson			
	HOME TEL.				
	MOBILE				
BEP CEO	NAME	Gareth Nelmes			Jessica McClelland
	HOME TEL.				
	MOBILE	07876824472			07931 838087

APPENDIX 4 – DISRUPTION TO SERVICE RECORD FORM

DISRUPTION TO SERVICE -   RECORD OF INCIDENT FORM

To be completed by the Office Manager / SBM / Head Teacher to record all incidents which result in **significant** disruption to service for a period of more than 2 days.

Date start of incident		Time start of incident	
Date restoration of normal service		Time restoration of normal service	
Describe incident:			
Describe impact on service:			
Summarise actions taken to restore normal service and to minimise impact:			
Incident debrief completed on (date):			
Persons included in debrief:			

Actions arising from debrief	Responsibility for implementation	Date for completion

All completed forms to be filed in Health and Safety Log.

APPENDIX 5 - STANDARD MESSAGES AND COMMUNICATIONS

FOR EXAMPLE:

TEXT TO PARENTS

WEBSITE STATEMENT

PRE RECORDED TELEPHONE MESSAGE

NEWSLETTER TO PARENTS AND CARERS

MEDIA INFORMATION ARRANGEMENTS AND STANDARD STATEMENT
(seek advice from BEP).

LETTER TO PARENTS PROVIDING INFORMATION ABOUT THE INCIDENT AND ITS EFFECTS

APPENDIX 6 – USEFUL CONTACT NUMBERS

	Telephone No:	Company / Contact	Comments / Notes
Major Incident Line	07786 198283 or 07659 170195 (Pager)	Leicestershire County Council	
Landlords	0116 3055000	Leicestershire County Council	
Stationery Suppliers	0116 2657905	Espo	
Electricity Suppliers	0845 0701699	Southern Electric	
Gas Suppliers	0116 2944040	Espo	
Water Companies	0845 7500500	Severn Trent	
Plumbing Blockages	07786 160858	YMD Boons	
Website Support	07967 228875	Primaryworld	
IT, Telecom and Network Suppliers	08445577900 07967 228875	Adept Primaryworld	
Workspace Recovery	0116 2311280	Leamis	
Office Furniture Suppliers	01162657905	Espo	
Insurers	0116 3056516	Leicestershire County Council	

Signed by Head Teacher:

Date:

Signed by Chair of Governors:

Date:

Review date: March 2018