Business Continuity Plan

June 2024

Copy No.	Plan Holder	Job Title
DISTRIBUTION LIST		
1.	Joanne Preston	Headteacher
2.	James Fox	Deputy Headteacher
3.	Anre Buchner	Deputy Headteacher
4.	Abidah Kamali	Co-Chair of the Board of Governors
5.	Tanaz Noor	Co-Chair of the Board of Governors
6.	Cheryl Monks	Assistant Headteacher/Inclusion Manager
7.	Selina Alexander	Assistant Headteacher/Inclusion Manager
8.	Paola Ferreira	Assistant Headteacher
9.	Rehana Miah	Assistant Headteacher
10.	Paul Vickery	Assistant Headteacher
11.	Richard Puttnam	School Business Manager

Overview

All persons holding a plan should be aware that under the duties of the General Data Protection Regulations 2016, this plan must be kept in a secure place, due to the personal details held within. The copy of the plan kept off site should also be kept securely.

This plan sets out our School's Business Continuity Management and emergency response arrangements and helps us be prepared for, and recover from, unexpected disruptions. Disruptions could relate to loss of buildings or access, utilities, communications or a shortage of staff for example.

The plan will be put in place where an incident is likely to cause serious disruption to the school, or where the school may need to deal with an unusual amount of attention by the public or media. An 'incident' can be defined as follows:

- An inability to carry out daily activities for any reason.
- Loss of life or serious injury to school staff, pupils, or members of the public on school premises.
- Significant structural damage to the building leading to possible closure.
- Other disasters / incidents, including those leading to adverse publicity / reputational impacts.

Should an incident occur, the school will consider whether it is a 'Critical Incident' – whether it will involve significant personal distress to a level over and above normal responses, procedures and coping strategies.

Introduction

Part One:
Provides information that can be collated in advance of an incident to improve the resilience of the school and provide useful reference in the event of a disruption to 'normal' school life. This includes arrangements currently in place and an action plan providing direction over time as the school publicises the plan, keeps it up to date and improves the content as time goes on.

Part Two:
Provides essential contact numbers, process diagrams for closure and checklists for use in the event of an incident.

The plan should be read in line with the school's Data Protection Policy and relevant Health & Safety Policies: https://www.gascoigneprimaryschool.co.uk/school-policies/

Please note this plan refers only to Gascoigne Primary School (both our Gascoigne Road and Shaftesburys sites). The procedures and critical activities have been discussed and agreed by the Senior Leadership Team.

Our Critical Activities
The school's critical activities, as detailed below, take priority for recovery following an incident, because these activities, if not completed for any reason, would cause the greatest impact on the school community in the shortest time.

- Safeguarding of pupils and staff
- Teaching and Learning of pupil

Incident Management Structure
In the event of an incident these contacts make up the Incident Management Team and will be contacted as soon as possible. (Contact details are contained at the end of document).

LEVEL ONE

SENIOR STAFF/MANAGEMENT TEAM/KEY INCIDENT MANAGEMENT TEAM		
NAME	**POSITION**	**ROLE IN AN INCIDENT**
Joanne Preston	Headteacher	Incident Manager
Richard Puttnam	School Business Manager	Incident Manager
James Fox	Deputy Headteacher	Media Liaison (Borough's Media Department)
Anre Buchner	Deputy Headteacher	Emergency Services Liaison
Rehana Miah	Assistant Headteacher	Education
Paola Ferreira	Assistant Headteacher	Education
Paul Vickery	Assistant Headteacher	Education

Cheryl Monks	Safeguarding	Inclusion & Social Services
Selina Alexander	Safeguarding	Inclusion & Social Services

The Incident Management Team is responsible for:
- Long term strategy
- Funding issues
- Liaising with coordinating group (below)
- Providing adequate resources
- Press and media liaison
- Communicating with relevant bodies

Level Two

Where necessary, the Incident Management Team (above) will create a Coordinating Group including the following:

CO-ORDINATING GROUP	
NAME	**POSITION**
Richard Puttnam	Group Lead & Representative from Incident Management Team (IMT)
James Fox Anre Buchner	Additional Representatives from IMT
Cheryl Monks Selina Alexander	Education & Social Services Department
Tanaz Noor Abidah Kamali	Co- Chair of Board of Governors

The Co-ordinating Group is responsible for:
- General management and coordination
- Liaison with emergency services, Children's Services
- Endorsing the approach of the operational group (below)
- Keeping a detailed log of the incident
- Presenting options to the Incident Management Team

The Operational Group includes teachers, teaching assistants, emergency services staff (if relevant).

When this plan is put in place, all staff must be notified as soon as possible.

A cascade system is in place for emergency closure etc. and key members of staff hold this. All staff and parents are entered onto ParentMail system, which can be operated over the Internet. Integris information management system is accessible off site by SLT and the School Office Manager.

- The Office – holds a list of all staff and access to Weduc.
- SLT and Office Team have access to the staff list and contact details.

Level Three

The Operational Group (those 'on the ground') will:
Assist with recovery of the school Communicate to and from Incident Management and Co-ordinating groups.

Incident Liaison Points
- Central Liaison Point for all incidents: Main School Reception
- Alternative Liaison Point: Meeting Room

Telephone Lines/ Messaging
School Office: 020 8270 4291

Normal Activities Action Plan

Objective 1			
Ensure awareness and communication of Business Continuity Plan			
Target			
In the event of an incident, management and coordinating groups could be formed quickly and easily			
Action	**Person(s) Responsible**	**Timescale**	**Resources required**
Ensure all staff know details of Incident Manager/deputy	Executive & Deputy Head or Assistant Heads to put contact cascade into action.	As soon as practical following incident	Text Service/Weduc Contact List External Phone Line
Ensure members of both incident management and coordinating teams are aware of their roles and duties should the plan be invoked	Headteacher / Governors	Review yearly	Staff meeting time Review at Governor meeting
Efficient processes in place to contact all staff and parents where necessary	Text servicing Staff Cascade	In place now Review termly	Text Service/Weduc Contact List

Promotion and curriculum activities			
Plan shared with Staff and Governors			
Objective			
Robust evacuation procedures and availability of alternative infrastructure			
Target			
In the event of an incident the school could be safely evacuated and critical activities continued at an acceptable level			
Action	**Person(s) Responsible**	**Timescale**	**Resources required**
Create an evacuation plan	Headteacher	Yearly review Termly practice	Meeting with Premises Manager Staff Meeting Practice sessions
Create a shelter plan	Headteacher	Yearly Review	Reciprocal arrangement with local schools
Provision of alternative numbers for dial out in an incident	Staff members	Ongoing	Use of Staff phones available if school phones inoperable
Relocation arrangements for critical activities	Staff Members	Ongoing	Reciprocal arrangement with local schools

Promotion and curriculum activities		
Objective		
Build confidence in procedures through regular exercises		
Target		
In the event of an incident, staff and pupils would be clear on what to do and where to go		

Action	Person(s) Responsible	Timescale	Resources required
Regular evacuation drills	Headteacher Premises Manager	Termly	Fire Drill Log Book
Debrief after each evacuation – what could be improved?	Headteacher & Deputy Head Staff Premises Manager	Termly	Log Book Records

Promotion and curriculum activities			
Regularly review plan to ensure it remains fit for purpose			
Target			
In the event of an incident, contact numbers, procedures etc are up to date			
Action	**Person(s) Responsible**	**Timescale**	**Resources required**
Check key contact numbers remain current	Office Manager	Ongoing	Parent Contact updates: Weduc
Ensure liaison points remain suitable	Headteacher	Ongoing	Review at least annually

The Headteacher, in liaison with Barking and Dagenham Communications who may decide to prepare/issue factual news releases to support the process of informing members of the public with a direct interest in the incident.

Flooding

If a risk from flooding is imminent, advice would be taken from Barking and Dagenham Education & Social Services Department on whether to evacuate /close the school.

Fuel/Adverse Weather Conditions

Several members of staff would be able to travel into school by alternative means in the event of a fuel shortage/adverse weather conditions. The school would remain open if a suitable number of qualified teaching staff were available.

School Trips

All school trips are Risk Assessed.

Debriefing

- During and after any incident, it is vital that debriefs are held. Some incidents will be lengthy; therefore it is appropriate to carry out regular debriefs to discuss the issues over the period.
- The debrief will produce a number of issues requiring action or clarity. These
- must be acted upon as a priority.

SCHOOLS BUSINESS CONTINUITY PLANNING GUIDANCE

The Headteacher is responsible for organising debriefs

This guidance is to be used as a tool to support you in your business continuity planning and aligns to the school's business continuity plan template provided. In terms of completing the template provided, much has already been done for you, but anything requiring completion should either be obvious or highlighted in yellow. At the end of this guidance the supporting forms referred to in the template are included. These forms are designed to support you, please use as most meet your needs.

1.0 About the Plan

1.1 Plan Details and Version Control

The Plan Owner is the senior responsible owner of Business Continuity Management and is responsible for ensuring there is sufficient capability to manage incident response and maintain critical activities.

The Plan Writer has delegated authority from the Plan Owner to carry out the full process of business continuity planning.

A decision needs to be made in the 'review schedule' box as to how frequently the plan will be reviewed - *the minimum legal requirement is an annual review.* Similarly, a decision also needs to be made about the date of the plan exercise – this is required to provide the organisation with assurance that the plan is validated and fit-for-purpose in the context of an incident.

In terms of plan storage, it is recommended that a hard copy of the plan is contained within the school's emergency 'grab bag' as a way of mitigating against a loss of premises and loss of ICT risks. A check list for the contents of a grab bag can be found at appendix E. It is also recommended that a copy of the plan is stored electronically on the ICT network to mitigate against the loss of the hard copy format through fire or flood etc. For additional resilience it is also recommend that all nominated Incident Managers have a hard

copy of the plan stored securely off site, this is to ensure an out of hours response can be implemented if needed, as well as mitigating against the loss of ICT and the loss of premises risks.

Version control is crucial in the effective maintenance and upkeep of the plan – you are required to formally document the version number of the plan and you must record details of any changes in the version control box. Whenever the plan is updated, you must re-issue the plan so that the most up-to-date hard copy version is available for all people who need it – use the plan distribution form to assist you in this process.

1.2 Plan Purpose and Scope

The plan template is designed to provide a flexible framework to manage the response to any service disruption or emergency[1], maintain critical activities and recover from the incident quickly and efficiently. Although this is the suggested plan content, it is essential that you adapt the template to your own needs to ensure the plan is fit-for-purpose in the context of your school and the way it operates.

When agreeing the scope of the plan, you need to decide which departments or sites will be covered. You need to ensure the right level of detail is captured in the rest of the plan to make sure it works for you in the event of an incident – often a high-level strategic plan will not provide the right level of operational detail required.

When documenting details of any coordinated plans with partners or suppliers, examples may include Service Level Agreements, any joint response arrangements, reciprocal agreements etc.

When providing details of any documented procedures that support the operation of this plan, examples may include reference to any out of hours rota's in place to provide an out of hour's service response or you may wish to refer to specific response plans for certain known scenario's, such as a specific snow plan.

1.3 Plan Activation

The template provides examples of where continuity arrangements will need to be activated, but this is not an exhaustive list. Essentially this plan should provide you with an 'all hazards' approach by focussing on continuity strategies to manage the impact of an incident not the cause – these are usually categorised as a loss or shortage of key staff or skills, a loss or denial of access to premises, a loss of technology or data, or a loss of key suppliers, partners or third parties. Although the actual response actions will vary depending on the type, duration and impact of an incident, the management structures, reporting lines and overarching principles that support a response will be the same.

In an incident, effective communication is vital to ensure all relevant parties are kept informed and engaged – this section of the plan requires a phased response in notifying the appropriate people, both internally and externally depending on the extent and nature of the incident and what type of response is required.

The plan activation process flow chart should provide the relevant Incident Manager with a series of guidance information to help determine what kind of response is required – this may require the activation of pre-planned alternative ways of working, or may need an alternative approach not considered before.

2.0 Incident Management

Business Continuity planning includes an 'incident management phase'; this is your initial response to a critical incident, emergency or disruption. This section of your Business Continuity Plan should be worked through as a checklist.

The primary purpose of this part of the plan is to protect the safety and welfare of pupils, staff, visitors and the public – this is normally in response to 'no notice' incidents such as a fire or other emergency situation and will require urgent communication with all your key stakeholders. This phase of your response may also involve taking steps to protect your vital assets e.g. equipment and data (if possible under the circumstances) to support you in the business continuity phase of response.

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[1]An event or situation which threatens serious damage to human welfare, the environment, or war or terrorism which threatens serious damage to the security of the UK. *Civil Contingencies Act 2004*

To ensure consistency of approach, this section should also encompass any of your existing critical incident or emergency management procedures, so you may need to adapt the template provided to suit your needs.

3.0 Business Continuity

This section of your plan is focussed on the business continuity phase of response, which aims to ensure your most critical service activities are maintained during the period of the disruption by making the best use of potentially limited resources.

This part of your response usually follows on from an incident management phase, but may be the starting point for pre-planned business continuity incidents such as industrial action or for slowly developing scenario's that are not 'no notice' emergencies but have the potential to disrupt critical service activities over time, one example of this type of scenario is a flu pandemic.

The premise of this type of planning is to focus on the impact of an incident rather than its cause. By having a range of pre-agreed strategies or tactical options to manage a loss of staff, premises, ICT or supply chain that are already rehearsed and understood by staff, it will improve the speed and quality of your response, thus minimising the potential impact and cost of an incident and ensuring that our customers are not unduly affected.

This section consists of both a checklist to guide you in your response and a range of generic actions that should be applicable to most scenarios. These are obviously broad tactics and you will need to consider the detail of how this will apply to your school, and any additional tactics that would meet your needs.

4.0 Recovery and Resumption

This phase of your incident response is concerned with getting all of your service activities back up and running and returning to 'business as usual' as quickly as possible. Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building on a longer-term basis. This section of the plan is similar to previous sections in the sense that it includes generic actions to guide the recovery and resumption of your service and should be applicable to most scenarios.

This phase will almost certainly require the management of resource to catch up with the backlog of work that will inevitably have accumulated during the business continuity/ This phase of response should help to ensure any non-critical activities suspended as part of your business continuity response are recovered within appropriate timescales.

5.0 Roles and Responsibilities

Having clearly defined roles will help ensure and effective response to an incident, and the below roles are suggested as key within any business continuity plan. The roles can be undertaken by more than one member of staff, similarly one individual may be responsible for more than one role. Ensure that all staff are clear about their role and what is expected of them in an incident.

SCHOOL INCIDENT MANAGEMENT ROLES		
Role	**Responsibilities**	**Accountability**
Incident Manager(s).	▪ Determining the overall response and recovery strategy ▪ Activating and standing down the Business Continuity Plan ▪ Ensuring key stakeholders are kept informed during an incident and in the recovery phase ▪ Authorising the use of response and communication actions as agreed in this plan ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Safeguarding the welfare of all Pupils, Staff, Contractors and Visitors ▪ Staff welfare and employment issues ▪ Responsible for effective communication with pupils, parents/carers and other key stakeholders as necessary	Incident Managers have the delegated authority to authorise all decisions and actions required to respond and recover from the incident. Depending on the significance of an incident, An Incident Manager should active a One Education/Barking and Dagenham Council response where required.
Incident Loggist (record keeper).	▪ Ensuring that all key decisions, supporting rationale and all actions taken in relation to the incident are recorded clearly, accurately and are able to withstand scrutiny e.g. in a Public Enquiry, Tribunal or under Freedom of Information legislation. ▪ Ensuring the log is submitted for storage in accordance with the agreed procedure ▪ Ensuring that good practice for incident 'logging' is followed	Reports directly to the Incident Manager.
Building Manager (or point of contact for Building Issues)	▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the Incident Management Team to advise on any issues relating to the physical infrastructure of the building ▪ Lead point of contact for any Contractors who may be involved in incident response ▪ Co-ordination of inventory of damaged assets/equipment when/if safe to do so	Reporting directly to the Incident Manager
Emergency Evacuation Marshall(s)	▪ To ensure everyone has evacuated the floor/building when required to do so, following the Evacuation Plan, making sure nobody is left behind ▪ Report to the Incident Manager confirming their area of responsibility is completely evacuated (or that the search was not thoroughly completed) ▪ Report to the Incident Manager the numbers and locations of any mobility impaired person(s) remaining in the building e.g. in a safe refuge	Reporting directly to the Incident Manager.
First Aider(s)	▪ To ensure that the Emergency Services are immediately called when they are required to treat any casualties ▪ To provide immediate 'first aid' in line with training received in order to preserve life, prevent the condition getting worse and to promote recovery ▪ To keep individuals as comfortable as possible until professional help arrives	Reporting directly to the Incident Manager.

6.0 Appendices

	Content	Page No.
A	Incident Impact Assessment Form	
B	Log Template	
C	Lost Property Form	
D	Financial Expenditure Log	
E	Contents of Emergency Box / 'Grab bag'	
F	Staff Contact List	
G	Parent/Carer Contact List	
H	Emergency Key Contact List	

INCIDENT IMPACT ASSESSMENT FORM	
Completed By	
Date	
Time	
Consideration	**Logged Response**
Which department is affected	
What is the nature of the incident? *(Describe the type of incident, location and severity)*	
Are there any staff casualties or fatalities? *(Complete casualty / fatality sheets if needed)*	
How is the incident currently affecting business operations?	
What is the estimated duration of the incident?	
Do the Emergency Services need to be called?	
Has access to the whole site been denied? If so, for how long?	

Have any work areas been destroyed, damaged or made unusable? Is there evidence of structural damage?	
Are any systems and other resources unavailable? *(include computer systems, telecoms and any other assets)*	
Have any utilities been affected? *(E.g. gas, electricity or water)*	
Other Relevant Information	

Appendix B

LOG OF EVENTS, DECISIONS AND ACTIONS			
Completed by		**Sheet Number**	
Incident		**Date**	
Time	**Log Details**		

Appendix C

LOST PROPERTY FORM			
Completed By		**Incident**	
Date		**Time**	

No.	Name	Status (e.g. staff, pupil visitor)	Details of possessions lost/left behind	
			What	**Where left/lost**

Appendix D

FINANCIAL EXPENDITURE LOG			
Completed By		**Incident**	
Date		**Time**	

	Expenditure Details *(what, for whom etc)*	Cost	Payment Method	Transaction made by

Appendix E

CONTENTS OF SCHOOL GRAB BAG	
Section	**Details**
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Staff, Governors, Parents/Carers, Local Authority, Suppliers etc
Pupil Resources	Pupil registers
	Medical Notes for pupils with specific needs
	Medical Supplies for pupils with specific needs
Organisational Information	Staff Handbook (policies and procedures)
	Other key documents
Financial Information	Bank, insurance details, Payroll etc
	Invoices, purchase orders, etc
	Financial procedures
	Assets Register and Insurance Policy
Staff Information	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
	Greater London 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
	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

Appendix F

STAFF CONTACT LIST		
Name	**Role**	**Contact Details**
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
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Appendix G

PARENT/CARER CONTACT LIST		
Name of pupil	**Carers/Parents**	**Contact Details**
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
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		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details: Home Address:
		Mobile Number: Email Address: Out of Hours Contact Number: Emergency Contact Details:

		Home Address:

Appendix H

EMERGENCY KEY CONTACT LIST	
Contact	**Telephone number**
School Contacts	
Headteacher	
Deputy Head	
Premises Manager	
Chair of Governors	
Deputy Chair of Governors	
One Education	
Key Local Authority Contacts	
Deputy Director of Education and Skills	
Corporate Risk and Resilience Team	
Corporate Press Office	
Other Local Authority Contacts	
Health and Safety Helpline	
Corporate Insurance and Claims	
Other Local Contacts	
Police	
Police – your local station/community officer	
London Fire & Rescue Services	
Hospital – your nearest A&E	
Your Local Church or Religious Centre	
BBC Radio London	
Local Radio	
NHS – your local clinic	
Health Protection Unit	
Civil Contingencies and Resilience Unit	
Other Useful Contacts	
Foreign Office	