

Thurlbear School

BUSINESS CONTINUITY PLAN

School Name	Thurlbear CE VA Primary School
Author	S Gillan/J Moore
Date Completed	Jan 2020
Date to be Reviewed	Jan 2021
Version	2.2 following general update release from LA.

For further guidance on Business Continuity Plans, please call:
The Somerset Local Authorities Civil Contingencies Unit 0300 1232 2224

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SECTION 1. INTRODUCTION

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. This requirement extends to Local Authority maintained schools.

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

- loss of premises
- 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.

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:

- 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.

Related Plans and Procedures

This plan should be read in conjunction with the school's other evacuation plans and emergency procedures.

Plan Review and Testing

It is recommended that a member of the school Management Team should be given responsibility for the maintenance and currency of the BC plan, which should be updated 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>

Table Top Exercise completed November 2019.

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:

- A hard copy of this plan, including up-to-date contacts lists for staff, parents, contractors, corporate support, alternative premises
- A plan of the building to give to attending emergency services, if required
- An internet-enabled laptop computer with charger
- One or more hi-viz jackets
- A whistle for attracting attention
- A writing pad and pens

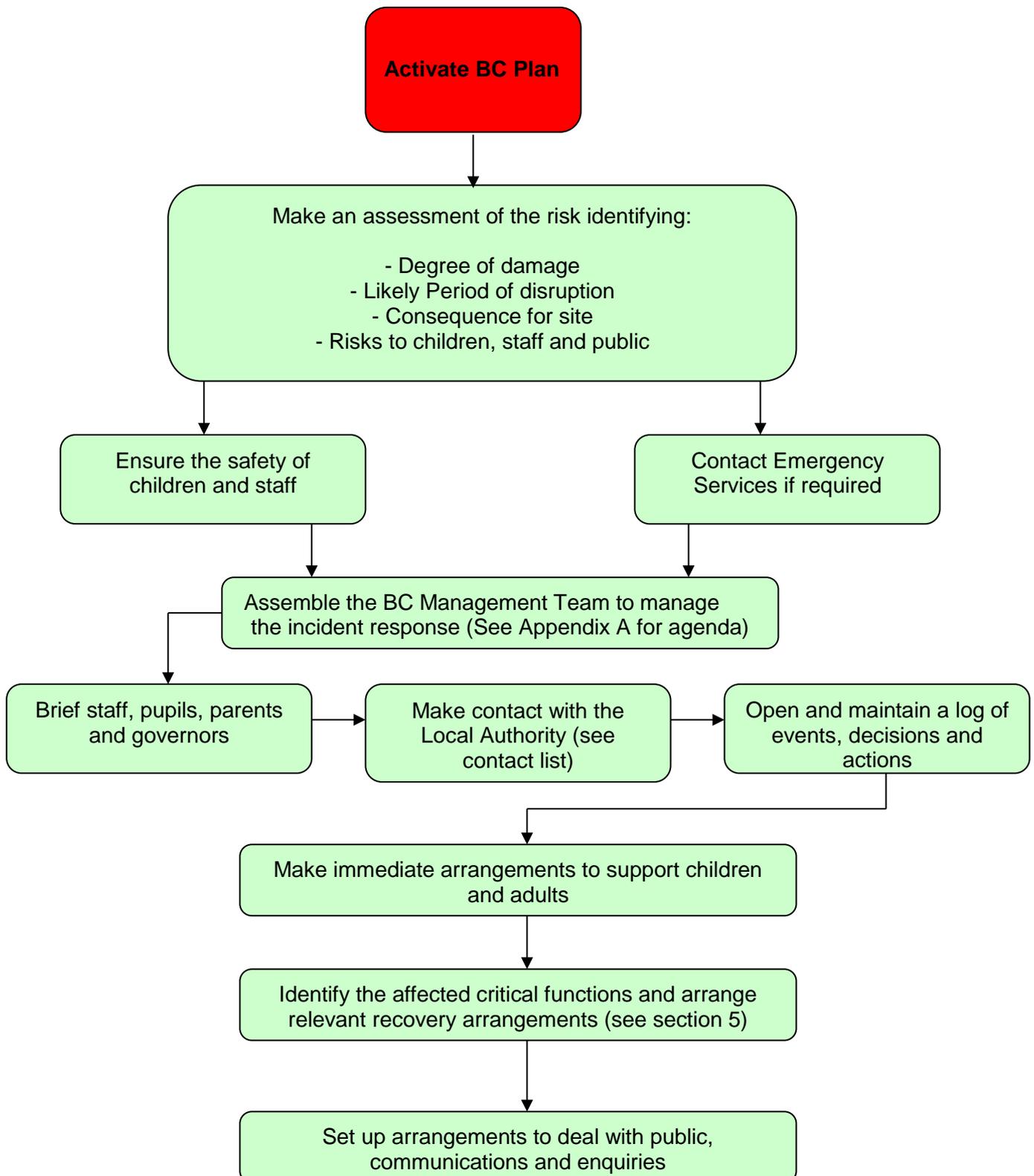
SECTION 2: PLAN ACTIVATION

Circumstances and Decision To Activate

This plan will be activated in response to an incident causing or threatening significant disruption to the school's delivery of key/critical activities. The decision to activate may be taken by the Head Teacher or, if not available, a member of the School Management Team.

Incident Response

Upon activation of this Plan, the below flow-chart may be useful:



Roles and Responsibilities

As soon as possible after the activation of this plan, the Head Teacher will call a meeting of the Business Continuity Management Team with responsibilities as below: *(It is recommended that potential members of the BCMT should be pre-identified and prepared for their roles through training and exercising. Limited resources may require individuals to undertake more than one role)*

Business Continuity Management Team (BCMT)	
<p>Incident Officer</p> <ul style="list-style-type: none"> - Co-ordination of the response - Call & Chair Team meetings - Liaise with Service Manager - Allocate resources in line with critical business priorities listed above. 	<p>Headteacher</p> <p>The Headteacher has overall responsibility for day-to-day management of the School including lead decision-maker in times of crisis.</p>
<p>Staff Officer</p> <ul style="list-style-type: none"> - Ensure a copy of this plan and other relevant plans are available (Obtain Emergency Pack) - Ensure all significant occurrences and decisions are recorded, digitally or using the log sheets at the rear of this plan, together with reasons for decisions made. - Provide clerical and practical assistance to the Incident Officer, including arranging for minute-taker for meetings. 	<p>SBM</p> <p>Reports directly to the Headteacher and is usually be a member of the School management team.</p>
<p>Welfare</p> <ul style="list-style-type: none"> - In the event of an evacuation, ensure all pupils, staff and visitors are accounted for and arrange for warm, dry shelter in the short term. - Deal with immediate welfare matters: distress, injuries, childcare responsibilities, etc - Ensure that welfare is considered when decisions are made at the BCMT. - Ensure that HR responsibilities are considered when dealing with staff issues. 	<p>School Incident Management Team</p> <p>Headteacher Deputy Headteacher SBM School Administor Chair of Governors Health & Safety Governor.</p> <p>The School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.</p>

<p>Communications</p> <ul style="list-style-type: none"> - Liaison between BCMT and staff - Cascading information to parents - Liaison with SCC Management, Corporate Press & Marketing, and Somerset Direct, to establish and publicise new contact numbers for clients. 	<p>Headteacher Deputy Headteacher SBM</p>
<p>Continuity</p> <ul style="list-style-type: none"> - Identify critical functions affected (see pg 11) - Identify options to work around disruption - Identify available staff resources - Identify and arrange transfer to alternative premises (if applicable) 	<p>Headteacher Deputy Headteacher SBM</p>
<p>Recovery</p> <ul style="list-style-type: none"> - Liaise with Facilities Management and Property Services regarding the restoration of premises - Devise a recovery strategy to get the service operating normally – for example an exit strategy for temporary premises & re-occupation of normal premises when repairs complete 	<p>Headteacher SBM</p>

A suggested agenda for the BCMT is given at **Appendix A**.

Assessment/ Containment

As soon as practicable, the BCMT will need to assess the impact on the services and consider what resources are available to ensure the safety and welfare of pupils, staff and visitors and continue normal business as far as possible. Potential resources are:

- Staff, vehicles, equipment still at the scene
- Staff, vehicles, equipment located elsewhere
- Staff from other schools/SCC
- Alternative premises for immediate needs
- Current IT and telephony capability

When considering priorities, these should be in accordance with the Recovery Time Objectives listed in the Business Impact Analysis (see below).

Recovery

Long-term recovery may be affected by decisions made during the assessment/containment phase, so recovery issues should be considered by the BCMT from the outset. Dependent on the nature of the incident recovery may take months or even years to achieve.

2.6 Reporting Arrangements

During a BC incident which only impacts one school, the usual management reporting lines should be used.

During a county-wide incident such as severe weather or pandemic, it may be necessary for your school to report to a central location with details such as staff levels or service issues.

SECTION 3: 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. These could be: Immediate; 0-4 hours; Same Day; 1-5 days; > 5 days. 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
Safe and Secure Environment	The provision of suitable, safe and secure accommodation to meet duty of care and health & safety requirements etc, of pupils, staff and visitors.	Immediate to 2 days St Thomas Church, Thurlbear SSM Village Hall
Teaching	The provision of education within a safe and secure environment as above.	2 Days
Examinations	Providing staff and facilities to enable pupils to sit examinations.	1 Day – only applicable to KS Tests
Catering and Building Ancillary Facilities and Staff	The provision of suitable catering, heating, sanitary, cleaning, caretaking, grounds maintenance and other facilities necessary to support the teaching environment.	2 Days
Administration	Record keeping and general administration	2 Days

Risk Assessing your School

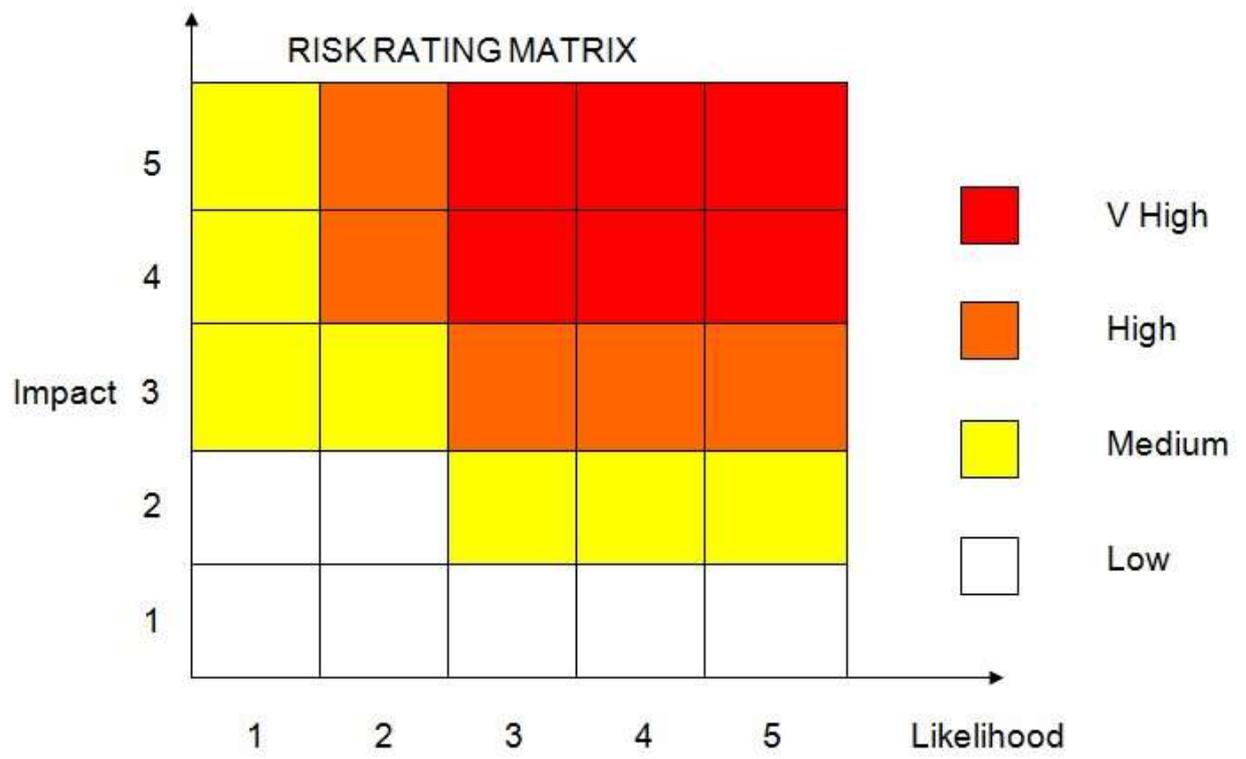
In the context of Business Continuity Management, 'Risk' is a function of the likelihood of a disruption arising and the impact such a disruption would have. Generally, the higher the risk, the more detailed should be the planning involved.

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. Particular attention should be paid towards identifying **Single Points Of Failure**, that is, failures which, although not serious in themselves, may have disruptive consequences to critical services, eg. Failure of a telephone landline in a location with no mobile signal.

GUIDANCE:

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

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



SECTION 4: POTENTIAL DISRUPTIONS

4.1 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 an evacuation, or during non-school hours preventing staff and pupil's access to the building.

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

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

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

Risk	Potential Workarounds	
<p>Complete loss of site</p> <p>Risk Rating:</p> <p>High</p>	<p>Potential alternative sites:</p>	<p>1: Immediate evacuation to St Thomas's Church, Thurlbear as an immediate place of safety and refuge/</p> <p>2: Local Village Hall (SSM) for KS tests only relevant in summer term.</p> <p>3: Other local schools in vicinity, eg: Bishop Fox's</p>
<p>Partial loss of site Risk Rating:</p>	<p>Use of alternative on-site buildings</p> <p>Use of temporary accommodation as detailed above</p> <p>Use of off-site facility if available</p> <hr/> <p>Diocese of Bath & Wells – 01749 670777</p> <p>Hookway Partnership - 01179554545</p>	

Temporary loss of premises (utility failure) Risk Rating: Medium	Virtual Learning
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Risk Rating	
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4.2 Loss of Staff
 The most likely scenarios involving a significant loss of staff are industrial action, fuel shortage, outbreak of disease (eg. Pandemic influenza) and severe weather. In all of these events, there is likely to be a period of notice in which arrangements may be made to mitigate the effects.

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: Medium	A flu pandemic will occur in 2 waves, 3-9 months apart, with each wave lasting about 12 weeks. In addition to staff being off ill, you will also have staff being off to care for sick relatives etc. Alternative teaching arrangements such as in house bank supply teachers and if necessary supply teaching agencies such as 'e-teach' Premises staff to follow LA guidance re hygiene precautions.
Fuel Crisis Risk Rating:	Alternative teaching arrangements as above with the addition of Virtual learning. Local Authority (LA) may help with alternative transport arrangements.

<p>V High due to rural school location and everybody having to drive to school.</p>	<p>Useful information/contacts: School Transport – 01823 356132</p>
<p>Industrial Action Risk Rating:</p> <p>Low</p>	<p>As far as possible, without attempting to influence staff members' legal right to take industrial action, managers should try to estimate the proportion of staff who may be available to work in order to plan work in accordance with priorities</p>
	<p>Virtual learning Alternative teaching arrangements as detailed above.</p>
<p>Severe Weather Risk Rating:</p> <p>V High</p>	<p>In the event of severe weather (eg, snow/flooding), staff may be unable to travel to work. Employees are expected to make all efforts to reach their usual place of provide they can do so safely without putting themselves or others at risk.</p>
	<p>Pre-identified decision process (see 'Severe weather: Quick reference guide)</p>

4.3 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
<p>Failure of IT Server/ systems</p> <p>Risk Rating: High</p>	<p>SIMS, FMS – currently high but beginning to move towards 'cloud technology and storage'. Server to be replaced financial year 20/21.</p> <p>-</p>	<ul style="list-style-type: none"> - Back up paper system - Back up server - Disaster Recovery Contracts - Off site back up arrangements - 'Cloud' arrangements

Loss of Data	Critical Data	Workaround Options
Risk Rating:	SIMS & FMS data backed up on and off site. SIMS Agora – cloud based.	
Low		
Loss of Telephony	Social Network Sites Website Mobile Phones Remote Texting Service	
Risk Rating		
Low		

4.4 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 Risk Rating: Medium/Low	Heating	Additional Portable Heaters on site. Yrs 1 & 2 electric heaters The Den LPG Gas
	Catering	Ask parents to supply packed lunch
Water Risk Rating:	Impact	Potential Workarounds
Low	Drinking Water	Water Company to supply bottled water as on previous occasions.

Sewerage	Water company dependant.
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SECTION 5: CONTACT INFORMATION

Staff Contact Information (School Business Continuity Management Team)

Role	Name	Contact	Email
HT	Steve Gillan	Mobile 07957 618526	sgillan@educ.somerset.gov.uk
DHT	Sarah Lucas	Mobile 07851 388113	Slucas4@educ.somerset.gov.uk
SBM	Jo Moore	Mobile 07715 279527	jmoore@educ.somerset.gov.uk
Administrator	Kathryn Carter	Mobile 07934 395872	kcarter@educ.somerset.gov.uk
Health & Safety Governor	Garry Hurn	Mobile 07548 392433	ghurn@educ.somerset.gov.uk
CofG	Sue Tier	Mobile 07983 830182	stier@educ.somerset.gov.uk

External Contact Information (Suppliers/Contractors)

NAME	FUNCTION	CONTACT NO
Somerset County Council	Corporate Support	0300 1232 2224
	Utilities – Electricity	08006 783105
	Utilities – Gas	03457 200100
	Utilities- Water/Sewerage	03456 004600
School Transport Team	Pupil Transport to/from school	0300 1232 2224
Hookway Partnership	Building/Property Management	0117 9554545

APPENDICES

APPENDIX A: BUSINESS CONTINUITY 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 (pupils, staff, visitors)
 - Confirm all persons accounted for
 - Current arrangements for retaining staff
 - Outstanding welfare issues
 - Communications
 - Message given out to pupils, staff, parents
 - New contact number for public
 - Public message via Communication and Marketing
 - Brief for Somerset Direct
 - Collect contact numbers for team members.
 - Continuity and Recovery
 - Critical services affected
 - Options to work around disruption
 - Resources shortfall
 - Alternative premises identified (if applicable)
3. Time of next meeting

Appendix C- Distribution list

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

Headteacher

School Business Continuity Coordinator

Chair of Governors

Emergency Pack should hold a copy of the BC Plan

Manager, Civil Contingencies Unit

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