



The Levels Academy Trust

Raising Aspirations, Realising Potential TOGETHER

Business Continuity Plan

Date adopted: 26-11-15

Signature: 

Review date: NOV 16

The Levels Academy comprises four schools, namely:
Hambridge Primary School
Huish Episcopi Primary School
Middlezoy Primary School
Othery Village School

This policy has been reviewed to cover each of the above schools.

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SECTION 1. INTRODUCTION

1.1 Background Information

The Levels Academy is required by the Department for Education to develop plans to manage business continuity in the event of a range of disruptions to services.

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 The Levels Academy 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 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.

1.5 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/ipoost/ipoost%20Documents/BUSINESS%20CONTINUITY%20TABLETOP%20EXERCISE.doc>

1.6 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)
	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
	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

SECTION 2: PLAN ACTIVATION

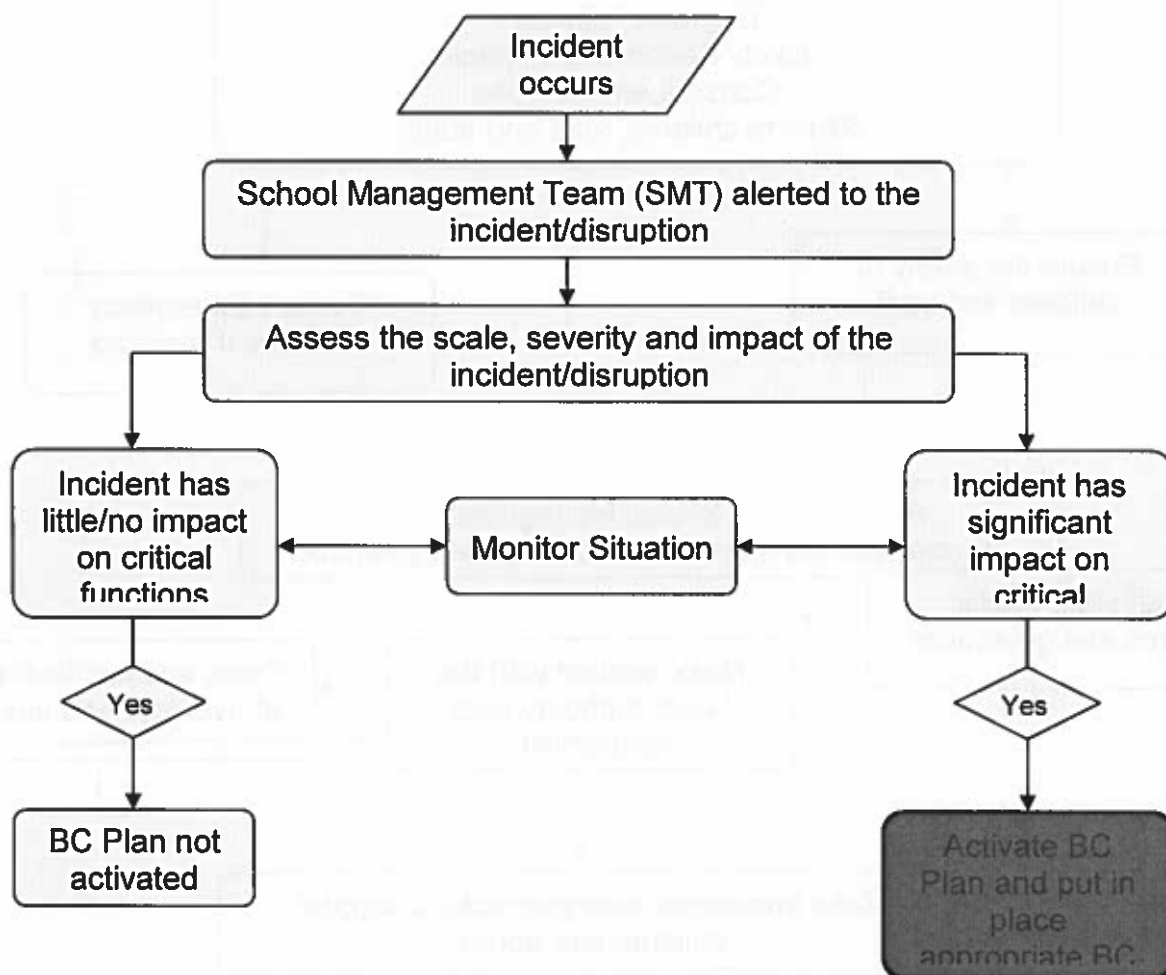
2.1 Circumstances

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 senior member of the School.

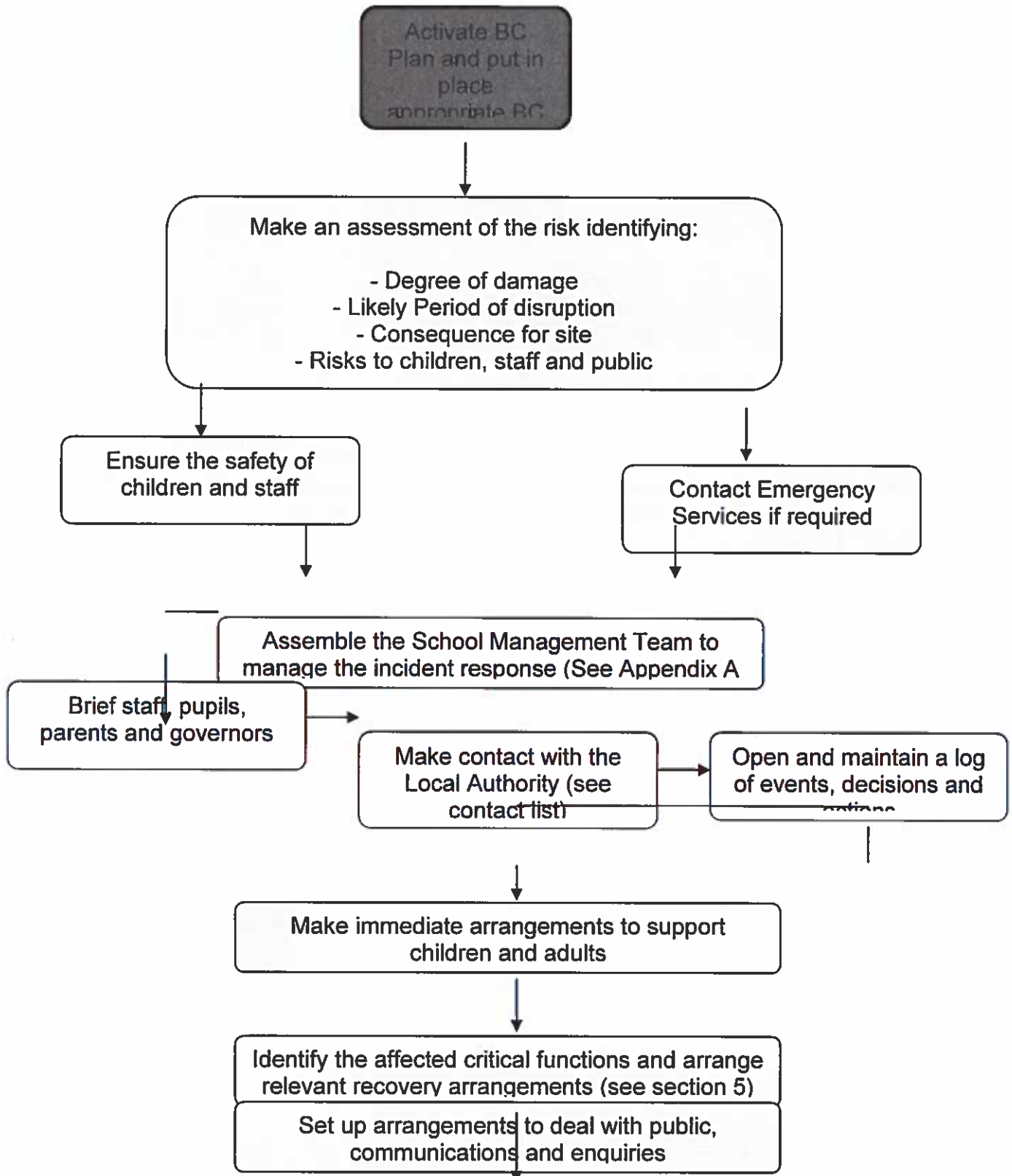
2.3 Activation Process



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.



3.2 Roles and Responsibilities

The headteacher, in conjunction with Senior 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	<ul style="list-style-type: none"> ▪ Responsible owner of Business Continuity Management in the School ▪ Ensuring the School has capacity within it's structure to respond to incidents ▪ Determining the School's overall response and recovery strategy ▪ Training Staff within the School on Business Continuity 	The Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis.
Operations Manager	<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 ▪ Embedding a culture of resilience within the School, involving stakeholders as required 	Operations Manager reports directly into the Headteacher
School Incident Management Team <i>Could consist of:</i> Headteacher Operations Manager Health and Safety Coordinator Chair of Governors	<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 	The School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

	<ul style="list-style-type: none"> ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Managing resource deployment ▪ Welfare of Pupils ▪ Staff welfare and employment issues 	
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Other roles/responsibilities to consider during the activation of a Business Continuity plan include:

Role	Responsibilities	Report to/Actions
Incident Log (record keeper)	<ul style="list-style-type: none"> ▪ To record all key decisions and actions taken in relation to the incident 	The Headteacher or School Incident Management Team.
Media Coordinator	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Co-ordinating communication with key stakeholders including: <ul style="list-style-type: none"> ○ Governors ○ Parents/Carers/carers ○ Local Authority (SCC) ○ School Transport Providers ○ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Leading and reporting on the School's recovery process ▪ Identifying lessons as a result of the incident ▪ Liaison with Business Continuity 	Is likely to already be a member of the School Incident Management Team, and will lead on recovery and resumption

	Coordinator to ensure lessons are incorporated into the plan development	strategies. Reports directly to Headteacher.
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Date	Description	Action/Outcome
1/10/2018	Initial meeting with staff to discuss the new curriculum and its impact on the current plan.	Agreed to hold a series of workshops to gather staff views.
2/10/2018	Workshop 1: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
3/10/2018	Workshop 2: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
4/10/2018	Workshop 3: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
5/10/2018	Workshop 4: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
6/10/2018	Workshop 5: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
7/10/2018	Workshop 6: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
8/10/2018	Workshop 7: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
9/10/2018	Workshop 8: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
10/10/2018	Workshop 9: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
11/10/2018	Workshop 10: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
12/10/2018	Workshop 11: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
13/10/2018	Workshop 12: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.
14/10/2018	Workshop 13: Curriculum overview and staff views on the current plan.	Staff identified key areas for improvement in the current plan.

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 an associated 'Maximum Tolerable Period of Disruption' (MTPD) by which it should be resumed, some being more urgent than others. This period will determine the order in which activities are resumed.

There are certain critical times where the functions listed below would have greater impact

Critical Function	Description	MTPD
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 Week
Support Staff	The provision of suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services.	2 Weeks
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.	1 Week
Utilities - Gas	The supply of gas to enable the heating of premises and preparation of school meals etc.	1 Week
Utilities – Water	The supply of water for drinking and general usage including flushing of toilets, preparations of meals etc.	1 Week
Utilities - electric	The supply of electricity to enable ICT systems to run, lighting of premises etc.	1 Week
Provision of IT	The provision of IT to deliver education and to enable the establishment to run smoothly.	2 Weeks
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 cleaning such as toilets, waste collection and removal.	1 Week

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).

Risk

Potential Workarounds

Complete loss of site

Potential alternative sites:

1:

2:

3:

Partial loss of site

- Use of alternative on-site buildings
- Use of temporary accommodation
- Use of off-site facility if available

Useful information/contacts:

<p>Temporary loss of premises (utility failure)</p>	<ul style="list-style-type: none"> - Virtual learning
<p>5.2 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.</p> <p>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.</p> <p>It is also important to consider 'Single Points of Failure' i.e. Exams Officer/Premises Manager etc</p>	
<p>Risk</p>	<p>Potential Workarounds</p>
<p>Pandemic Flu</p>	<p>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.</p> <ul style="list-style-type: none"> - <i>Alternative teaching arrangements</i> - <i>Temporary cover</i> - <i>Hygiene precautions</i>
<p>Fuel Crisis</p>	<ul style="list-style-type: none"> - <i>Alternative teaching arrangements</i> - <i>Virtual learning</i> - <i>Local supply cover</i> - <i>Alternative transport arrangements</i>
	<p>Useful information/contacts:</p>

Industrial Action	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
Severe Weather	<ul style="list-style-type: none"> - <i>Virtual learning</i> - <i>Alternative teaching arrangements</i> <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> <ul style="list-style-type: none"> - <i>Pre-identified decision process (see 'Severe weather: <u>Quick reference guide</u></i> - <i>Alternative teaching arrangements</i> - <i>Alternative school transport arrangements</i>

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
Failure of IT Server/ systems	<ul style="list-style-type: none"> - eg. SIMS, FMS
	Workaround Options
	<ul style="list-style-type: none"> - <i>Back up paper system</i> - <i>Back up server</i> - <i>Disaster Recovery Contracts</i> - <i>Off site back up arrangements</i> - <i>'Cloud' arrangements</i>

Loss of Data	Critical Data	Workaround Options
	- If critical data is lost, what back up options do you have if immediate access is required?	
Loss of Telephony	In the event that the main landline was lost, what alternative communication methods do you have in place?	

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	- eg. Heating system	- Additional portable heaters
	- Catering	
	- IT servers	
Water	Impact	Potential Workarounds
	- eg. Drinking supply	
	- Sewerage	
	- Catering	

SECTION 6: CONTACT INFORMATION

6.1 Staff Contact Information (School Incident Management Team)

Job Title	Name	Home Address	Telephone	Email
			Home: Mobile: Other:	
			Home: Mobile: Other:	
			Home: Mobile: Other:	
			Home: Mobile: Other:	
			Home: Mobile: Other:	

6.2 External Contact Information (Suppliers/Contractors)

Further information on the School Closure procedure is available on the Somerset Learning Platform, via the document 'Emergency Procedures for 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			01823 355953		
Somerset County Council			0300 123 2224		
Property Services			01823 357357		
Insurance Services			01823 355920		
Area Building Surveyor					
Press Office			01823 355020		
Western Power					
Gas Supplier					
Electricity Supplier					
Water Board					

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

