# 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/ipost/IPost%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:

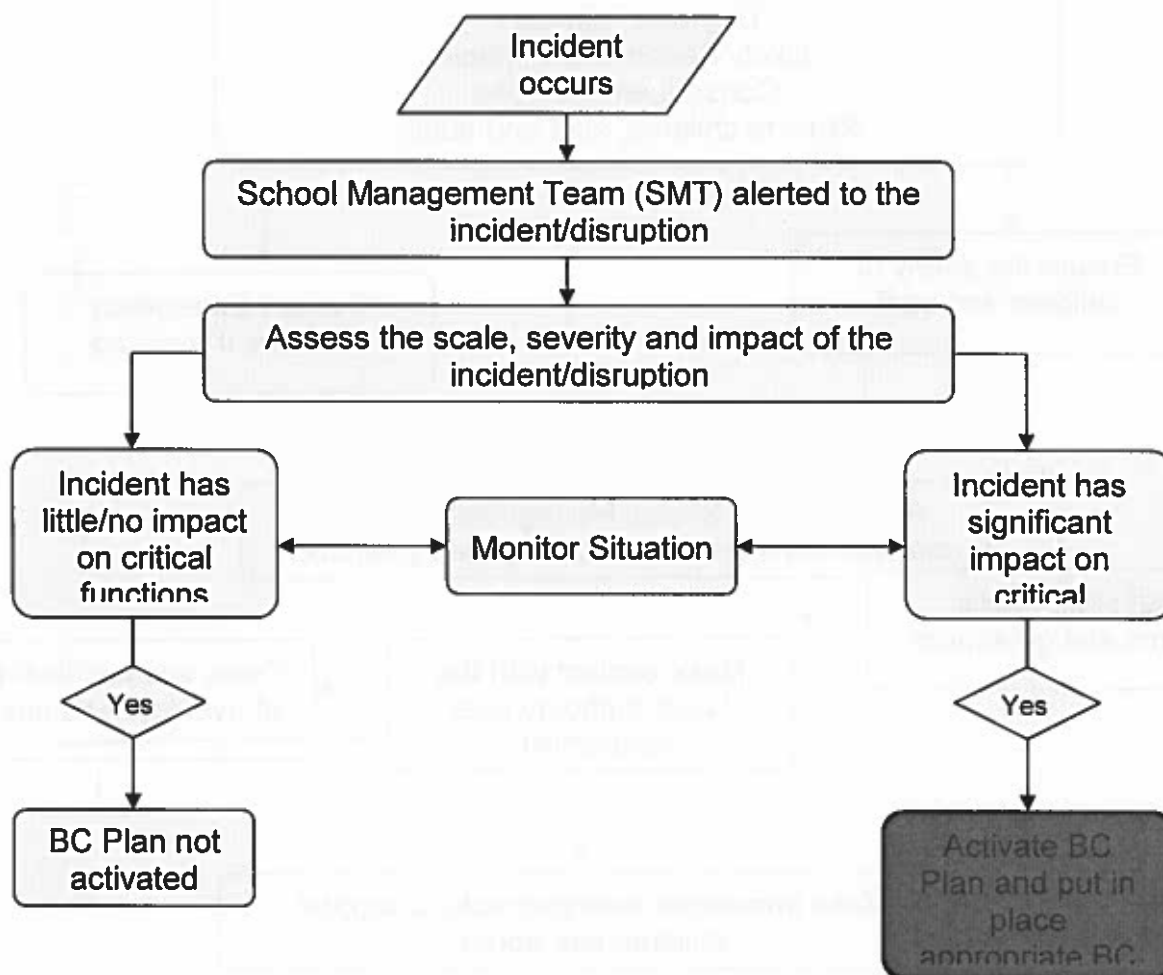| Section | Details |
| --- | --- |
| Business Continuity | Business Continuity Plan (plus spare copies of forms in Appendices) |
| | Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc |
| Organisational Information | Staff Handbook (policies and procedures) |
| | 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 |

## 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.
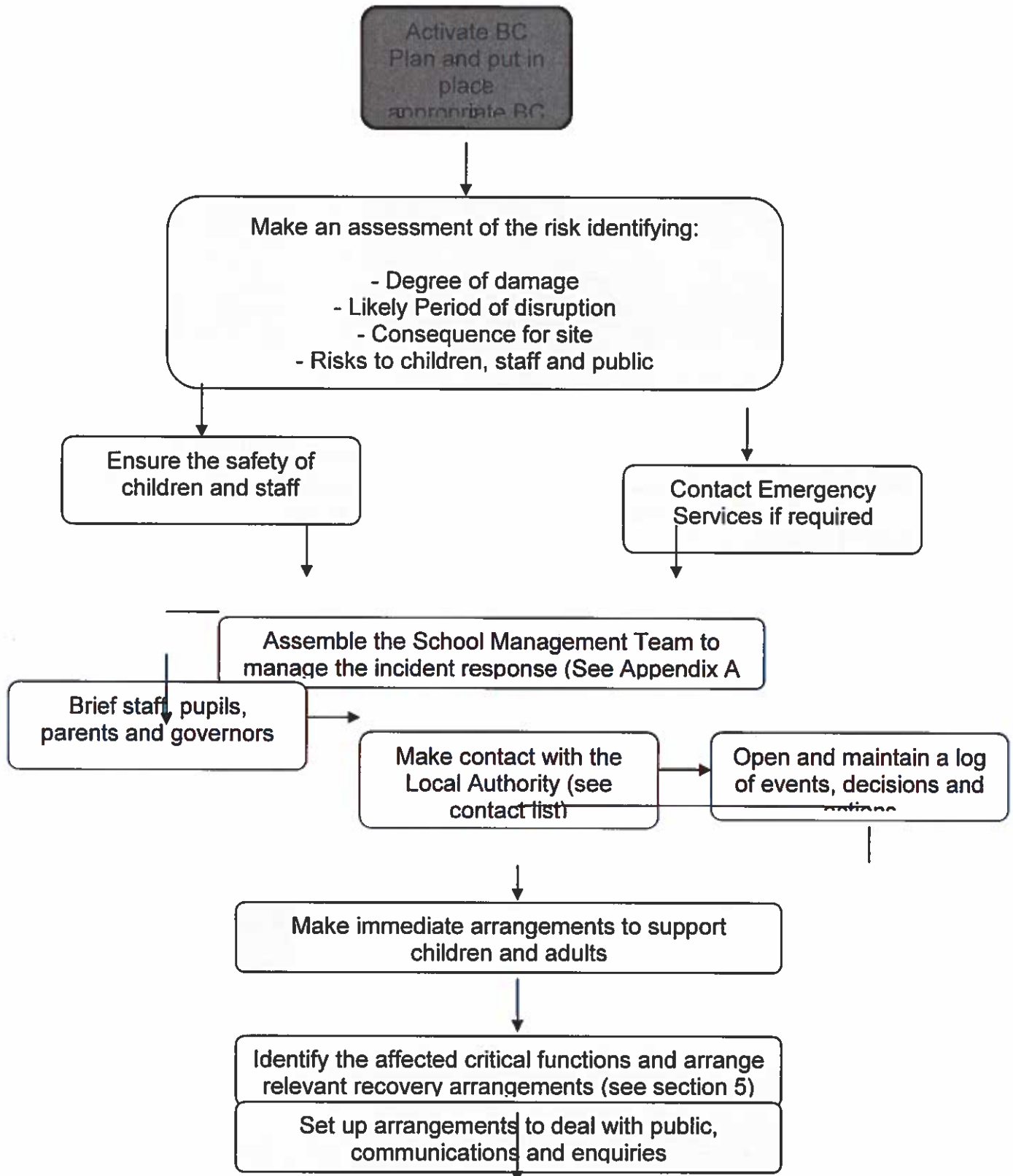
## 2.3 Activation Process

```
                        ┌─────────────────────┐
                       /   Incident            /
                      /    occurs             /
                     └─────────────────────┘
                                │
                                ▼
          ┌───────────────────────────────────────────┐
          │  School Management Team (SMT) alerted to the │
          │            incident/disruption               │
          └───────────────────────────────────────────┘
                                │
                                ▼
          ┌───────────────────────────────────────────┐
          │  Assess the scale, severity and impact of the│
          │            incident/disruption               │
          └───────────────────────────────────────────┘
            │                                          │
            ▼                                          ▼
  ┌──────────────────┐   ┌────────────────┐  ┌──────────────────┐
  │  Incident has     │   │                 │  │  Incident has     │
  │  little/no impact │◄──│ Monitor Situation│◄─│  significant      │
  │  on critical      │   │                 │  │  impact on        │
  │  functions        │   └────────────────┘  │  critical         │
  └──────────────────┘                        └──────────────────┘
            │                                          │
         ◄ Yes ►                                    ◄ Yes ►
            │                                          │
            ▼                                          ▼
  ┌──────────────────┐                        ┌──────────────────┐
  │  BC Plan not      │                        │  Activate BC      │
  │  activated        │                        │  Plan and put in  │
  │                   │                        │  place            │
  └──────────────────┘                        │  appropriate BC   │
                                               └──────────────────┘
```

## 3.1 Incident Response

Upon activation of the School Business Continuity Plan, it is suggested that the following actions are taken.

```
┌─────────────────────┐
│    Activate BC      │
│  Plan and put in    │
│      place          │
│  appropriate BC     │
└─────────────────────┘
          │
          ▼
┌───────────────────────────────────────────────┐
│  Make an assessment of the risk identifying:   │
│                                                │
│          - Degree of damage                    │
│        - Likely Period of disruption           │
│          - Consequence for site                │
│     - Risks to children, staff and public      │
└───────────────────────────────────────────────┘
       │                              │
       ▼                              ▼
┌──────────────────┐      ┌──────────────────────┐
│ Ensure the safety│      │  Contact Emergency   │
│ of children and  │      │  Services if required│
│      staff       │      │                      │
└──────────────────┘      └──────────────────────┘
       │                              │
       ▼                              ▼
```

Assemble the School Management Team to manage the incident response (See Appendix A

Brief staff, pupils, parents and governors

Make contact with the Local Authority (see contact list)

Open and maintain a log of events, decisions and actions

Make immediate arrangements to support children and adults

Identify the affected critical functions and arrange relevant recovery arrangements (see section 5)

Set up arrangements to deal with public, communications and enquiries

## 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><li>Responsible owner of Business Continuity Management in the School</li><li>Ensuring the School has capacity within it's structure to respond to incidents</li><li>Determining the School's overall response and recovery strategy</li><li>Training Staff within the School on Business Continuity</li></ul> | The Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis. |
| Operations Manager | <ul><li>Business Continuity Plan development</li><li>Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc</li><li>Involving the School community in the planning process as appropriate</li><li>Plan testing and exercise</li><li>Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved</li><li>Embedding a culture of resilience within the School, involving stakeholders as required</li></ul> | Operations Manager reports directly into the Headteacher |
| School Incident Management Team<br>*Could consist of:*<br>*Headteacher*<br>*Operations Manager*<br>*Health and Safety Coordinator*<br>*Chair of Governors* | <ul><li>Leading the School's initial and ongoing response to an incident</li><li>Declaring that an 'incident' is taking place</li><li>Activating the Business Continuity Plan</li><li>Notifying relevant stakeholders of the incident, plan activation and ongoing response actions</li><li>Providing direction and leadership for the whole School community</li><li>Undertaking response and communication actions as agreed in the plan</li></ul> | The School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident. |

| | ■ Prioritising the recovery of key activities disrupted by the incident | |
| | ■ Managing resource deployment | |
| | ■ Welfare of Pupils | |
| | ■ Staff welfare and employment issues | |

Other roles/responsibilities to consider during the activation of a Business Continuity plan include:

| Role | Responsibilities | Report to/Actions |
|---|---|---|
| Incident Log (record keeper) | ■ To record all key decisions and actions taken in relation to the incident | The Headteacher or School Incident Management Team. |
| Media Coordinator | ■ Collating information about the incident for dissemination in Press Statements<br>■ Liaison with Local Authority Press Office | The Local Authority Press Office/Headteacher but should not make direct contact with Media. |
| Communication | ■ Co-ordinating communication with key stakeholders including:<br>  o  Governors<br>  o  Parents/Carers/carers<br>  o  Local Authority (SCC)<br>  o  School Transport Providers<br>  o  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 | ■ To ensure site security and safety in an incident<br>■ To link with the School Incident team on any building/site issues<br>■ To liaise and work with any appointed contractors | Reporting directly to the Headteacher or School Incident Management Team. |
| ICT Coordinator | ■ To ensure the resilience of the School's ICT infrastructure<br>■ To link with SCC IT helpdesk or external providers (if applicable)<br>■ Work with the Business Continuity Coordinator to develop proportionate risk responses | ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues.<br>In response to an incident, reporting to the School Incident Management Team. |
| Recovery Coordinator | ■ Leading and reporting on the School's recovery process<br>■ Identifying lessons as a result of the incident<br>■ 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. |
|---|---|---|

## 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 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: |

| | |
|---|---|
| **Temporary loss of premises (utility failure)** | - Virtual learning |

**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 nay 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** | 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*<br>- *Temporary cover*<br>- *Hygiene precautions* |
| **Fuel Crisis** | - *Alternative teaching arrangements*<br>- *Virtual learning*<br>- *Local supply cover*<br>- *Alternative transport arrangements* |
| | Useful information/contacts: |

| 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 |
| | - Virtual learning<br>- Alternative teaching arrangements |
| Severe Weather | 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. |
| | - Pre-identified decision process (see 'Severe weather. Quick reference guide<br>- Alternative teaching arrangements<br>- Alternative school transport arrangements |

## 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 | Workaround Options |
|---|---|---|
| Failure of IT Server/ systems | - eg. SIMS, FMS | - Back up paper system<br>- Back up server<br>- Disaster Recovery Contracts<br>- Off site back up arrangements<br>- 'Cloud' arrangements |
| | | |
| | | |

| | Critical Data | Workaround Options |
|---|---|---|
| Loss of Data | - 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 | |

| Risk | Impact | Potential Workarounds |
|---|---|---|
| Water | - 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:<br>Mobile:<br>Other: | |
| | | | Home:<br>Mobile:<br>Other: | |
| | | | Home:<br>Mobile:<br>Other: | |
| | | | Home:<br>Mobile:<br>Other: | |
| | | | Home:<br>Mobile:<br>Other: | |
| | | | Home:<br>Mobile:<br>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

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

## APPENDIX B:    INCIDENT LOG FORM

| Log of Events, Decisions and Actions | | | |
|---|---|---|---|
| **Completed By:** | | **Sheet Number:** | |
| **Incident:** | | **Date:** | |
| **Time** | **Log Details** | | |
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