

# **BUSINESS CONTINUITY MANAGEMENT PLAN**



**Incident Management  
Business Continuity  
Recovery and Resumption of Normal School Activity**

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## **Introduction and purpose of plan**

OWLS Academy Trust is 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:

- 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 our school

The plan does not provide 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 the school, our students and stakeholders, and recover in a more efficient and effective manner.

The Business Continuity Plan is maintained through the full support and endorsement of the Governors.

## **When & how to initiate the BCP**

### *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 (e.g. 2) working days.

**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 BCP needs to be activated.

**Note 2:** Although the full BCP 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 Business Continuity Plan, our recovery strategy will generally be based upon the following priorities:

#### Primary

- Information Technology and Communications
- Teaching activities and classroom accommodation
- School transport

#### Tertiary

- 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).

Recovery is based upon a;

(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 the head teacher or their nominated deputy.

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 (see below).

A critical service analysis will be prepared by the head teacher to indicate which resources, assets etc. must be maintained or recovered (by when) to allow the Business Continuity Plan to function. This will be maintained and regularly updated by the Governors

### **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 the head teacher or their nominated deputy. If neither is available, then their own line manager should be notified.

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 the site Manager.

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 head teacher or deputy should contact a member of the Crisis Management Team

### **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. All events will be investigated and analysed, and used to improve the robustness of the organisation and its response to such incidents where possible.

# 1.0 About this Plan

## 1.1 Document Control

| Date           | Revision/Amendment Details & Reason | Author          |
|----------------|-------------------------------------|-----------------|
| September 2026 | Development for ratification by GB  | Natalie Hackett |
|                | Development for ratification by GB  |                 |
|                | Development for ratification by GB  |                 |
|                | Development for ratification by GB  |                 |

## 1.2 Plan Purpose

To provide a flexible response so that OWLS School can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

## 1.3 Plan Remit

Teaching, school administration, catering, lettings, trips are covered by this Plan.  
All rooms are covered by this Plan.

## 1.4 Plan Owner

The CEO is this Plan's Owner and responsible for ensuring that it is maintained, exercised and updated in accordance with School Policy for reviewing business continuity and emergency response plans.

## 1.5 Plan Distribution

This Business Continuity Plan is distributed as follows:

| NAME                                          | ROLE                    | ISSUE DATE     |
|-----------------------------------------------|-------------------------|----------------|
| Peter Merry                                   | CEO                     | September 2026 |
| Ryan Powell                                   | Chair of Governors      | September 2026 |
| Natalie Hackett                               | Headteacher             | September 2026 |
| Ibrahim Bharuchi                              | Manager/Bursar          | September 2026 |
| Emily Davies/ Stacey Thorrington/ Lauren Toon | Administrative Officers | September 2026 |
| Chris Churcher                                | Premises Officer        | September 2026 |

## 1.6 Plan Storage

All parties on the distribution list, see above, are required to safely and confidentially store a copy of this plan at their regular place of work **and** off-site i.e. at home. Emergency box kept at front of each school.

## 1.7 Plan Review Schedule

This Plan will be updated as required and formally reviewed annually in the autumn term.

## 2.0 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. Examples of circumstances triggering activation of this Plan include:

- Loss of key staff or skills e.g. above normal levels of absenteeism due to illness or other scenarios such as severe weather, transport disruption
- Loss of key staff
- Loss of critical systems e.g. ICT failure, power outage
- Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency with the School in the Emergency Service's cordon preventing access, School facilities in use for General/Local Elections, severe weather scenarios or utilities failure
- Loss of a key resource e.g. catering provider, school transport provider

### 2.2 Responsibility for Plan Activation

A member of the nominated **School Incident Management Team**<sup>1</sup> will normally activate and stand down this Plan.

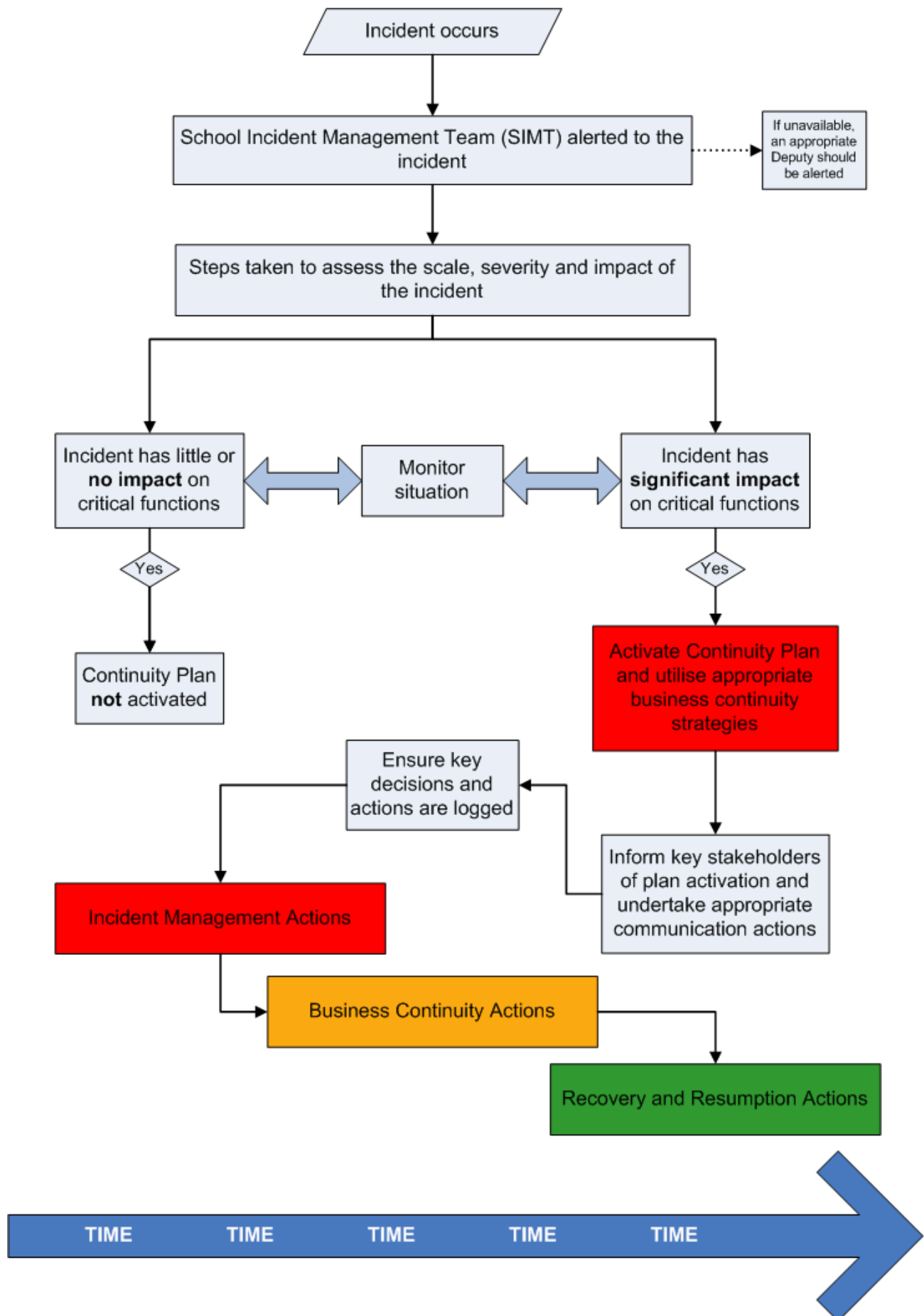
### 2.3 Escalating a Serious Incident

If the incident is deemed to be of a 'critical' nature, the Critical Incident Plan will be activated and emergency services notified to respond as appropriate.

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<sup>1</sup> See Section 3.1 for the responsibilities of School Incident Management Team

## 2.4 Activation Process



## 3.0 Roles and Responsibilities

### 3.1 School Incident Management Team

| Role                                                                                                  | Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Accountability / Authority                                                                                                                                |
|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| CEO/Headteacher<br>Business<br>Continuity<br>Coordinator                                              | <ul style="list-style-type: none"> <li>▪ Senior 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>▪ 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>▪ Training staff within the School on Business Continuity</li> <li>▪ Embedding a culture of resilience within the School, involving stakeholders as required</li> </ul> | The Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis.                         |
| School Incident Management Team<br><i>(including Business Continuity Coordinator and Headteacher)</i> | <ul style="list-style-type: none"> <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> <li>▪ Prioritising the recovery of key activities disrupted by the incident</li> <li>▪ Managing resource deployment</li> <li>▪ Welfare of Pupils</li> <li>▪ Staff welfare and employment issues</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. |

The following Staff have been identified as the School's Incident Management Team:

| Name             | Role        | Contact Details (delete/amend as necessary)                                                                           |
|------------------|-------------|-----------------------------------------------------------------------------------------------------------------------|
| Peter Merry      | CEO         | Mobile Number: 07746779749<br>Email Address: ceo@owlsacademytrust.co.uk<br>Out of Hours Contact Details: 01455 649097 |
| Natalie Hackett  | Headteacher | Mobile Number: 07729988410                                                                                            |
| Ibrahim Bharuchi | SBM         | Mobile Number: 07989496231                                                                                            |

### 3.2 Additional Response and Recovery Roles

Depending on the circumstances of the incident, it may be necessary to activate one or all of the roles described below.

| Role                             | Responsibilities                                                                                                                                                                                                                                                                                                                                                                                               | Accountability / Authority                                                                                                                                                           |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Incident Loggist (record keeper) | <ul style="list-style-type: none"> <li>Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately</li> </ul>                                                                                                                                                                                                                                                        | Reporting directly to the Headteacher or School Incident Management Team.                                                                                                            |
| Media Coordinator                | <ul style="list-style-type: none"> <li>Collating information about the incident for dissemination in Press Statements</li> </ul>                                                                                                                                                                                                                                                                               | The Media Co-ordinator should be a member of the School Incident Management Team. Press release to be approved by the School Incident Management Team.                               |
| Stakeholder Liaison              | <ul style="list-style-type: none"> <li>Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all): <ul style="list-style-type: none"> <li>Governors</li> <li>Parents/Carers/carers</li> <li>Catering provider</li> <li>School Transport Providers</li> <li>External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc</li> </ul> </li> </ul> | 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. |
| Facilities Manager               | <ul style="list-style-type: none"> <li>Undertaking duties as necessary to ensure site security and safety in an incident</li> <li>Liaison with the School Incident Management to advise on any issues relating to the school physical infrastructure</li> <li>Lead point of contact for any Contractors who may be involved in incident response</li> </ul>                                                    | Report directly to Headteacher or School Incident Management Team.                                                                                                                   |
| ICT Coordinator                  | <ul style="list-style-type: none"> <li>Ensuring the resilience of the School's ICT infrastructure</li> <li>Liaison with ICT support / external providers</li> <li>Work with the Headteacher to</li> </ul>                                                                                                                                                                                                      | Already a member of the School Incident Management Team, however will remain focussed on ensuring resilience of infrastructure.                                                      |

|                      |                                                                                                                                                                                                                                             |                                                                                                                                     |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
|                      | develop proportionate risk responses                                                                                                                                                                                                        |                                                                                                                                     |
| Recovery Coordinator | <ul style="list-style-type: none"> <li>▪ Leading and reporting on the School's recovery process</li> <li>▪ Identifying lessons as a result of the incident</li> <li>▪ Ensures lessons are incorporated into the plan development</li> </ul> | Already a member of the School Incident Management Team, however will remain focussed on leading the recovery and resumption phase. |

The following School staff have been identified as people who may be able to undertake additional roles in your response to an incident:

| Name           | Role                 | Contact Details                                                                                   |
|----------------|----------------------|---------------------------------------------------------------------------------------------------|
| Chris Churcher | Premises Officer (G) | Mobile Number: 07712731842<br>Email Address: Out of Hours Contact Details:<br>Home: : 07712731842 |
|                |                      |                                                                                                   |
|                |                      |                                                                                                   |

### 3.3 The Role of Governors

| Role           | Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Accountability / Authority                                                                                                                                                          |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Governing Body | <ul style="list-style-type: none"> <li>▪ Working in partnership with the Headteacher to provide strategic direction in planning for and responding to disruptive incidents</li> <li>▪ Undertaking actions as required to support the School's response to a disruptive incident and subsequent recovery</li> <li>▪ Acting as a 'critical friend' to monitor, evaluate and ensure that the School Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable</li> </ul> | <p>Liaison with the Headteacher or School Incident Management Team in response to a crisis.</p> <p>Reporting progress in developing Business Continuity Plans to Parents/Carers</p> |

## 4.0 Incident Management

Turn immediately to Section 5.0 for pre-planned incidents or slowly developing scenarios that are not 'no notice' emergencies but have the potential to disrupt School activities e.g. computer virus, flu pandemics, a pre - planned strike, forecast for heavy snow or a power outage etc.

### 4.1 Purpose of the Incident Management Phase

The purpose and priorities for this phase are to:

- Protect the safety and welfare of pupils, staff, visitors and the wider community
- Protect vital assets e.g. equipment, data, reputation
- Ensure urgent and necessary communication takes place
- Support the Business Continuity phase
- Support the Recovery and Resumption phase

### 4.2 Incident Management Actions

|    | ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | FUTHER INFO/DETAILS                                                                                                                                                                                                                                                                                                             | ACTIONED?<br>(tick/cross as appropriate) |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 1. | Make a <i>quick</i> initial assessment: <ul style="list-style-type: none"> <li>▪ Survey the scene</li> <li>▪ Assess (i.e. scale/severity, duration &amp; impact)</li> <li>▪ Disseminate information (to others)</li> </ul>                                                                                                                                                                                                                                                                | Gather and share information to facilitate decision-making and enhance the response<br><br><i>A full impact assessment form can be found in Appendix A</i>                                                                                                                                                                      | <input type="checkbox"/>                 |
| 2. | Call the Emergency Services (as appropriate)                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>TEL: 999</b><br>Provide as much information about the incident as possible                                                                                                                                                                                                                                                   | <input type="checkbox"/>                 |
| 3. | <ul style="list-style-type: none"> <li>▪ Evacuate the School building, if necessary.</li> <li>▪ Consider whether it may be safer or better for the welfare of pupils to stay within the School premises and congregate at a relative place of safety indoors.</li> <li>▪ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical School activities</li> <li>▪ Notify relevant stakeholders of site evacuation</li> </ul> | <ul style="list-style-type: none"> <li>▪ Use normal fire evacuation procedures for the School</li> <li>▪ Consider arrangements for staff/pupils with special needs</li> <li>▪ If the decision is to stay within the School, ensure the assembly point is safe and take advice from Emergency Services as appropriate</li> </ul> | <input type="checkbox"/>                 |
| 4. | Ensure all Pupils, Staff and any School Visitors report to the identified Assembly Point.                                                                                                                                                                                                                                                                                                                                                                                                 | The normal Assembly point for the School is: playground/school field(Glenmere)                                                                                                                                                                                                                                                  | <input type="checkbox"/>                 |

|     | <b>ACTION</b>                                                                                                                                                                                      | <b>FUTHER INFO/DETAILS</b>                                                                                                                     | <b>ACTIONED?<br/>(tick/cross as appropriate)</b> |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| 5.  | Check that all Pupils, Staff, Contractors and any Visitors have been evacuated from the building and are present. Consider the safety of all pupils, staff, contractors and Visitors as a priority | Using staff list, class registers and signing in/out /POD/books for School visitors and pupils                                                 | <input type="checkbox"/>                         |
| 6.  | Ensure appropriate access to site for Emergency Service vehicles                                                                                                                                   | Ensure any required actions are safe by undertaking a dynamic risk assessment                                                                  | <input type="checkbox"/>                         |
| 7.  | Establish a contact point for all supporting personnel                                                                                                                                             | Consider the availability of staff and who may be best placed to communicate information                                                       | <input type="checkbox"/>                         |
| 8.  | Identify School Incident Management Team to undertake specific emergency response roles                                                                                                            | <i>Information on roles and responsibilities can be found in Section 3.0</i>                                                                   | <input type="checkbox"/>                         |
| 9.  | Ensure a log of key decisions and actions is started and maintained throughout the incident                                                                                                        | <i>The Log template can be found in Appendix A</i>                                                                                             | <input type="checkbox"/>                         |
| 10. | Where appropriate, record names and details of any staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping                    | This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident | <input type="checkbox"/>                         |
| 11. | <ul style="list-style-type: none"> <li>Take further steps to assess the impact of the incident</li> <li>Agree response / next steps</li> </ul>                                                     | Continue to record key decisions and actions in the incident log<br><i>The impact assessment form can be found in Appendix B.</i>              | <input type="checkbox"/>                         |
| 12. | Log details of all items lost by Pupils, Staff, Visitors etc. as a result of the incident, if appropriate                                                                                          | <i>A form for recording this information is in Appendix C</i>                                                                                  | <input type="checkbox"/>                         |
| 13. | If appropriate, arrange contact with Press.                                                                                                                                                        | Establish a media area if necessary.                                                                                                           | <input type="checkbox"/>                         |

|     | ACTION                                                                                                                                                                                                                                             | FUTHER INFO/DETAILS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ACTIONED?<br>(tick/cross as appropriate) |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 14. | Assess the key priorities for the remainder of the working day and take relevant action                                                                                                                                                            | <p>Consider actions to ensure the health, safety and well-being of the School community at all times. Consider your business continuity strategies i.e. alternative ways of working, re-location to your recovery site etc. to ensure the impact of the disruption is minimised.</p> <p><i>Business Continuity Strategies are documented in Section 5.3</i></p> <p>Consider the School's legal duty to provide free school meals and how this will be facilitated, even in the event of emergency school closure.</p> | <input type="checkbox"/>                 |
| 15. | Ensure Staff are kept informed about what is required of them                                                                                                                                                                                      | <p>Consider:</p> <ul style="list-style-type: none"> <li>▪ what actions are required</li> <li>▪ where staff will be located</li> <li>▪ Notifying Staff who are not currently in work with details of the incident and actions undertaken in response</li> </ul>                                                                                                                                                                                                                                                        | <input type="checkbox"/>                 |
| 16. | Ensure Pupils are kept informed as appropriate to the circumstances of the incident                                                                                                                                                                | Consider communication strategies and additional support for pupils with special needs. Consider the notification of pupils not currently in School.                                                                                                                                                                                                                                                                                                                                                                  | <input type="checkbox"/>                 |
| 17. | Ensure Parents/Carers are kept informed as appropriate to the circumstances of the incident. Parents/carers of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date. | <p>Agree arrangements for parents/carers collecting pupils at an appropriate time.</p> <p>Consider how emergency communication needs will be established e.g. phone lines, answer machine message, text message, website update.</p>                                                                                                                                                                                                                                                                                  | <input type="checkbox"/>                 |
| 18. | Ensure Governors are kept informed as appropriate to the circumstances of the incident                                                                                                                                                             | Chair of Governors to communicate with other Governors and update as required.                                                                                                                                                                                                                                                                                                                                                                                                                                        | <input type="checkbox"/>                 |
| 19. | Consider the wider notification process and the key messages to communicate                                                                                                                                                                        | Local Radios and social media may be useful in broadcasting key messages                                                                                                                                                                                                                                                                                                                                                                                                                                              | <input type="checkbox"/>                 |

|            | <b>ACTION</b>                                                                   | <b>FUTHER INFO/DETAILS</b>                                                                                                                                                                                                  | <b>ACTIONED?<br/>(tick/cross as appropriate)</b> |
|------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>20.</b> | Communicate the interim arrangements for delivery of critical School activities | Ensure all key stakeholders are kept informed of contingency arrangements as appropriate. Inform using website, text messaging and telephone as appropriate to stakeholder list in 3.2 (include contractors and suppliers). | <input type="checkbox"/>                         |
| <b>21.</b> | Log all expenditure incurred as a result of the incident                        | Record all costs incurred as a result of responding to the incident<br><i>The Financial Expenditure Log can be found in Appendix D</i>                                                                                      | <input type="checkbox"/>                         |
| <b>22.</b> | Seek specific advice/ inform your Insurance Company as appropriate              | Insurance Policy details can be found in the main school office. Electronic details available on office PCs, Headteacher laptop and via office / Headteacher.                                                               | <input type="checkbox"/>                         |
| <b>23.</b> | Ensure recording process in place for staff/pupils leaving the site             | Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required                                                                                            | <input type="checkbox"/>                         |

## 5.0 Business Continuity

### 5.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption. This may involve activation one or more of your business continuity strategies to enable alternative ways of working. During an incident it is unlikely that you will have all of your resources available to you, it is therefore likely that some 'non critical' activities may need to be suspended at this time.

### 5.2 Business Continuity Actions

|    | ACTION                                                                                                                            | FUTHER INFO/DETAILS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ACTIONED?<br>(tick/cross as appropriate) |
|----|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 1. | Identify any other stakeholders required to be involved in the Business Continuity response                                       | Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities, this may require the involvement of external partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <input type="checkbox"/>                 |
| 2. | Evaluate the impact of the incident                                                                                               | <p>Take time to understand the impact of the incident on 'business as usual' School activities by communicating with key stakeholders to gather information.</p> <p>Consider the following questions:</p> <ul style="list-style-type: none"> <li>▪ Which School activities are disrupted?</li> <li>▪ What is the impact over time if these activities do not continue?</li> <li>▪ Would the impact be: <ul style="list-style-type: none"> <li>o Manageable? <input type="checkbox"/></li> <li>o Disruptive? <input type="checkbox"/></li> <li>o Critical? <input type="checkbox"/></li> <li>o Disastrous? <input type="checkbox"/></li> </ul> </li> <li>▪ What are current staffing levels?</li> <li>▪ Are there any key milestones or critical activity deadlines approaching?</li> <li>▪ What are your recovery time objectives?</li> <li>▪ What resources are required to recover critical activities?</li> </ul> | <input type="checkbox"/>                 |
| 3. | Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3) | <p>Consider:</p> <ul style="list-style-type: none"> <li>▪ Immediate priorities</li> <li>▪ Communication strategies</li> <li>▪ Deployment of resources</li> <li>▪ Finance</li> <li>▪ Monitoring the situation</li> <li>▪ Reporting</li> <li>▪ Stakeholder engagement</li> </ul> <p>Produce an action plan for this phase of response.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/>                 |

|    | <b>ACTION</b>                                                                                                               | <b>FUTHER INFO/DETAILS</b>                                                                                      | <b>ACTIONED?<br/>(tick/cross as appropriate)</b> |
|----|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| 4. | Log <b>all</b> decisions and actions, including what you decide <b>not</b> to do and include your decision making rationale | Use the Decision and Action Log to do this.<br><i>The log template can be found in Appendix A</i>               | <input type="checkbox"/>                         |
| 5. | Log all financial expenditure incurred                                                                                      | <i>The Financial Expenditure Log can be found in Appendix D</i>                                                 | <input type="checkbox"/>                         |
| 6. | Allocate specific roles as necessary                                                                                        | Roles allocated will depend on the nature of the incident and availability of staff                             | <input type="checkbox"/>                         |
| 7. | Secure resources to enable critical activities to continue/be recovered                                                     | Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc.                           | <input type="checkbox"/>                         |
| 8. | Deliver appropriate communication actions as required                                                                       | Ensure methods of communication and key messages are developed as appropriate to the needs of key stakeholders. | <input type="checkbox"/>                         |

### 5.3 Business Continuity Strategies

|    | <b>Arrangements to manage a loss or shortage of Staff or skills</b>                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Further Information</b><br>(e.g. Key contacts, details of arrangements, checklists) |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 1. | Use of temporary staff e.g. Cover Supervisors, Supply Teachers, Office Staff etc.                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                        |
| 2. | Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities, this may involve identifying deputies, job shadowing, succession planning and handover periods for planned (already known) staff absence e.g. maternity leave                                                                                                                                                                                                              |                                                                                        |
| 3. | Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> <li>• Larger class sizes (subject to adult and child ratios)</li> <li>• Use of Teaching Assistants, Learning Support Assistants</li> <li>• Virtual Learning Environment opportunities</li> <li>• Pre-prepared educational materials that allow for independent learning</li> <li>• Team activities and sports to accommodate larger numbers of pupils at once</li> </ul> |                                                                                        |
| 4. | Suspending 'non critical' activities and focusing on your priorities                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                        |
| 5. | Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc.                                                                                                                                                                                                                                                                                                                                              |                                                                                        |

|    | <b>Arrangements to manage denial of access to your premises or loss of utilities</b>                                 | <b>Further Information</b><br>(e.g. Key contacts, details of arrangements, checklists) |
|----|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 1. | Pre-agreed arrangements with other premises in the community i.e. Pavillion                                          |                                                                                        |
| 2. | Virtual Learning Environment opportunities                                                                           |                                                                                        |
| 3. | Localising the incident e.g. isolating the problem and utilising different sites or areas within the School premises |                                                                                        |
| 4. | Off-site activities e.g. swimming, physical activities, school trips                                                 |                                                                                        |

|    | <b>Arrangements to manage loss of technology / telephony / data / power</b> | <b>Further Information</b><br>(e.g. Key contacts, details of arrangements, checklists) |
|----|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 1. | Back-ups of key school data – daily, held off-site                          |                                                                                        |
| 2. | Reverting to paper-based systems e.g. paper registers, whiteboards etc.     |                                                                                        |
| 3. | Flexible lesson plans                                                       |                                                                                        |
| 4. | Emergency lighting                                                          |                                                                                        |

|    | <b>Arrangements to mitigate the loss of key suppliers, third parties or partners</b>                                               | <b>Further Information</b><br>(e.g. Key contacts, details of arrangements, checklists) |
|----|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 1. | Ensuring all external providers have business continuity plans in place as part of contract terms                                  |                                                                                        |
| 2. | Insurance cover                                                                                                                    |                                                                                        |
| 3. | Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it |                                                                                        |

## 6.0 Recovery and Resumption

### 6.1 Purpose of the Recovery and Resumption Phase

The purpose of the recovery and resumption phase is to resume 'business as usual' working practises for the School 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 location.

### 6.2 Recovery and Resumption Actions

|    | ACTION                                                                                                                                                              | FUTHER INFO/DETAILS                                                                                                                                                                                                                                                                                                                                                            | ACTIONED?<br>(tick/cross as appropriate) |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 1. | Agree and plan the actions required to enable recovery and resumption of normal working practises                                                                   | Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.                                                                                                                                                                                                                                             | <input type="checkbox"/>                 |
| 2. | Respond to any ongoing and long term support needs of Staff and Pupils                                                                                              | Depending on the nature of the incident, the School Incident Management Team may need to consider the use of Counselling Services                                                                                                                                                                                                                                              | <input type="checkbox"/>                 |
| 3. | Once recovery and resumption actions are complete, communicate the return to 'business as usual'.                                                                   | Ensure all staff and key stakeholders are aware that the business continuity plan is no longer in effect.                                                                                                                                                                                                                                                                      | <input type="checkbox"/>                 |
| 4. | Carry out a 'debrief' of the incident with Staff (and possibly with Pupils). Complete a report to document opportunities for improvement and any lessons identified | The incident de-brief report should be reviewed by all members of the School Incident Management Team and in particular by the Headteacher to ensure key actions resulting from the incident are implemented within designated timescales. Governors may also have a role in monitoring progress in completing agreed actions to further develop the resilience of the School. | <input type="checkbox"/>                 |
| 5. | Review this Continuity Plan in light of lessons learned from incident and the response to it                                                                        | Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan is read by all members of the School Incident Management Team.                                                                                                                                                                                                         | <input type="checkbox"/>                 |

[illegible]

| Impact Assessment Form |  |          |  |
|------------------------|--|----------|--|
| Completed By           |  | Incident |  |
| Date                   |  | Time     |  |

| Question                                                                                                  | Logged Response                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------|----------|--------------------------|---------|--------------------------|
| How were you made aware of the incident?                                                                  |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| What is the nature of the incident?<br>(e.g. type, location & severity)                                   |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| Are there any staff or pupil casualties or fatalities?<br>(Complete casualty / fatality sheets if needed) |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| Have the Emergency Services been called?                                                                  |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| Is the incident currently affecting School activities?<br>If so, which areas?                             |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| What is the estimated duration of the incident?                                                           |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| What is the actual or threatened loss of workforce?                                                       | <table border="1"> <tbody> <tr> <td>Over 50%</td> <td><input type="checkbox"/></td> </tr> <tr> <td>20 – 50%</td> <td><input type="checkbox"/></td> </tr> <tr> <td>1 – 20%</td> <td><input type="checkbox"/></td> </tr> </tbody> </table> | Over 50% | <input type="checkbox"/> | 20 – 50% | <input type="checkbox"/> | 1 – 20% | <input type="checkbox"/> |
| Over 50%                                                                                                  | <input type="checkbox"/>                                                                                                                                                                                                                 |          |                          |          |                          |         |                          |
| 20 – 50%                                                                                                  | <input type="checkbox"/>                                                                                                                                                                                                                 |          |                          |          |                          |         |                          |
| 1 – 20%                                                                                                   | <input type="checkbox"/>                                                                                                                                                                                                                 |          |                          |          |                          |         |                          |
| Has access to the whole site been denied? If so, for how long?<br>(provide estimate if not known)         |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| Which work areas have been destroyed, damaged or made unusable?                                           |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| Is there evidence of structural damage?                                                                   |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |
| Which work areas are inaccessible but intact?                                                             |                                                                                                                                                                                                                                          |          |                          |          |                          |         |                          |

| Question                                                                                           | Logged Response |
|----------------------------------------------------------------------------------------------------|-----------------|
| Are systems and other resources unavailable?<br>(include computer systems, telecoms, other assets) |                 |
| If so, which staff are affected by the ICT disruption and how?                                     |                 |
| Have any utilities (gas, electricity or water) been affected?                                      |                 |
| Is there media interest in the incident?<br>(likely or actual)                                     |                 |
| Does the incident have the potential to damage the School's reputation?                            |                 |
| Other relevant information                                                                         |                 |

| Lost Property Form |  |          |  |
|--------------------|--|----------|--|
| Completed By       |  | Incident |  |
| Date               |  | Time     |  |

[illegible]

| Financial Expenditure Log |  |          |  |
|---------------------------|--|----------|--|
| Completed By              |  | Incident |  |
| Date                      |  | Time     |  |

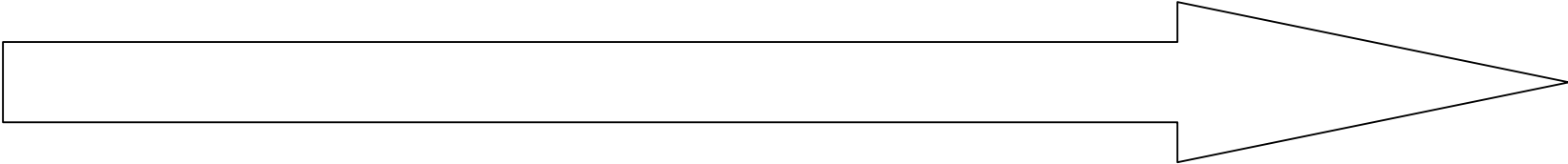
[illegible]

## CONTENTS OF EMERGENCY BOX

| Section                    | Details                                                                                                                   |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Business Continuity        | Business Continuity Plan (plus spare copies of forms in Appendices)                                                       |
|                            | Key contact details, including: Governors, Parents/Carers, Staff, School Transport, Catering, Accountants, Suppliers etc. |
|                            | Other key documents                                                                                                       |
| Financial Information      | Bank, insurance details, Payroll etc.                                                                                     |
|                            | Invoices, purchase orders, etc                                                                                            |
|                            | Financial procedures                                                                                                      |
|                            | Assets Register                                                                                                           |
| IT / Equipment Information | Software licence agreement and key codes                                                                                  |
|                            | Back-up rota and data restoration routine                                                                                 |
| Equipment and other items  | First Aid Kit                                                                                                             |
|                            | Portable radio (plus spare batteries)                                                                                     |
|                            | Wind up LED torch                                                                                                         |
|                            | 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                                                                                                    |

# Critical Incident Decision-Making Tool

| Information                                          | Issues                                                                    | Ideas                                                      | Actions                                                                                                           |
|------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <i>What do you know/what do you <b>not</b> know?</i> | <i>What are the problem/issues arising from that piece of information</i> | <i>What are the ideas for solving the issues/problems?</i> | <i>What are you going to do? What are you <b>not</b> going to do? Who is responsible? What are the timelines?</i> |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |
|                                                      |                                                                           |                                                            |                                                                                                                   |



### USEFUL CONTACT NUMBERS New Lubbethorpe

|                                            | Telephone No:                             |                      | Company / Contact                                    | Comments / Notes |
|--------------------------------------------|-------------------------------------------|----------------------|------------------------------------------------------|------------------|
| Major Incident Line                        | 07786 198283 or 07659 17095               |                      | Leicestershire County Council                        |                  |
| Landlords                                  | 0116 2323232                              |                      | Leicestershire County Council                        |                  |
| Insurers                                   | 0116 2323232                              |                      | Leicestershire County Council                        |                  |
| Electricity Suppliers                      | 0870 901 1039                             |                      | Southern Electric                                    |                  |
| Electric Distribution                      | 0800 6783105                              |                      | Western Power                                        |                  |
| Gas Suppliers                              | 0116-2657901                              |                      | ESPO                                                 |                  |
| Water Companies                            | 08457 500500                              |                      | Severn Trent                                         |                  |
| Plumbing Blockages                         | 0116 3056999                              | Out of Hours 3055000 | LCC Help Desk                                        | LCC Buy Back     |
| Mail Services                              | 0845 404000                               |                      | RM Easymail                                          |                  |
| Website Support                            | 01482 604706                              |                      | Kcom/Stephen (school)                                |                  |
| Cleaning Companies                         | 0116 255 1955                             |                      | Ace Cleaning (windows)                               |                  |
| IT, Telecom and Network Suppliers<br>ICTIC | 0845 302 8635/0845 6006156<br>07852129078 |                      | The Complete Communications & BT (phone calls & fax) |                  |
| Workspace Recovery                         |                                           |                      |                                                      |                  |
| Office Furniture Suppliers                 | 0844 412 0000/0116-2657901                |                      | Viking Direct/ESPO                                   |                  |
| Stationery Suppliers                       | 0116-2657901/01604-760211/0844 412 0000   |                      | ESPO/Halcyon/Viking Direct                           |                  |
| Staff Resource & Welfare                   | 0116 2323232                              |                      | Leicestershire County Council                        |                  |

| Resource /<br>Areas to look at | What is required to provide<br>Minimum Service | If not available <ul style="list-style-type: none"> <li>How would we get it</li> <li>What would we do instead</li> </ul> | Who would<br>manage it | Actions needed to enable |
|--------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------|
|                                |                                                |                                                                                                                          |                        |                          |
|                                |                                                |                                                                                                                          |                        |                          |
|                                |                                                |                                                                                                                          |                        |                          |
|                                |                                                |                                                                                                                          |                        |                          |
|                                |                                                |                                                                                                                          |                        |                          |

## KEY CONTACTS LIST

| CONTACT                                  | TELEPHONE NUMBER   |
|------------------------------------------|--------------------|
| <b>Other School Contacts</b>             |                    |
| Chair of Governors                       | 07446222293        |
| CEO                                      | 07746779749        |
| School catering                          | 03300240016        |
| <b>Other Local Contacts</b>              |                    |
| Police                                   | 0116 2222222 -999  |
| Fire & Rescue Services                   | 0116 2872241 - 999 |
| Ambulance Services                       | 0115 8845000 - 999 |
| Hospital – nearest A&E (Leicester Royal) | 0845 045 0411      |
| BBC Radio Leicester                      | 0116 2016672       |
| Primary Care Trust                       | 0116 295 7500      |
| Health Protection Agency                 | 0844 225 4524      |