BJS Federation of Schools

BUSINESS CONTINUITY MANAGEMENT PLAN

Policy Adopted by Executive Headteacher in: Spring 2023

Signed
Ms A. Parker, Executive Headteacher

Signed
Mr N. Hiley, Chair of Finance, Resource and Personnel Committee

1.About this Plan

1.1 Document Control

Date	Revision/Amendment Details & Reason	Author
Feb 22	New version of plan finalised	Dharmesh Dabhi
Jan 23	Removal of old staff & added new staff	

1.2 Plan Purpose
To provide a flexible response so that BJS Federation of Schools 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
The following school functions are covered by this Plan:

- Teaching
- School Administration
- Catering
- Out of Hours Clubs
- School Trips

The following *school premises* are covered by this Plan:

- Classrooms
- Nursery
- Kitchen
- Offices
- Playground
- Car park

1.4 Plan Owner
Chair of Governors 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
Andrea Parker	Executive Headteacher	January 2022
Fiona Morris	Chair of Governors	January 2022
Kenneth Baffoe	Head of School – JPS	January 2022
Zenia McIntosh	Acting Head of School – SPS	January 2022
Charmain Ingram	Senior Finance Officer	January 2022
Dharmesh Dabhi	Bursar – JPS & SPS	January 2022
Edward Grant	Premises Manager	January 2022
CC	Local Authority	January 2022

1.6   Plan Storage

All parties on the distribution list, see above, are required to store a copy of this plan safely and confidentially at their regular place of work **and** off-site i.e., at home/ in vehicles (if appropriate) / in grab bags.

1.7 Plan Review Schedule
This Plan will be updated as required and formally reviewed in line with the school's review timetable. Annually in the Autumn or more frequently if required.

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 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. an external supplier/partner vital to the delivery of a critical school activity such as your catering provider or any providers of transport e.g. for SEN pupils

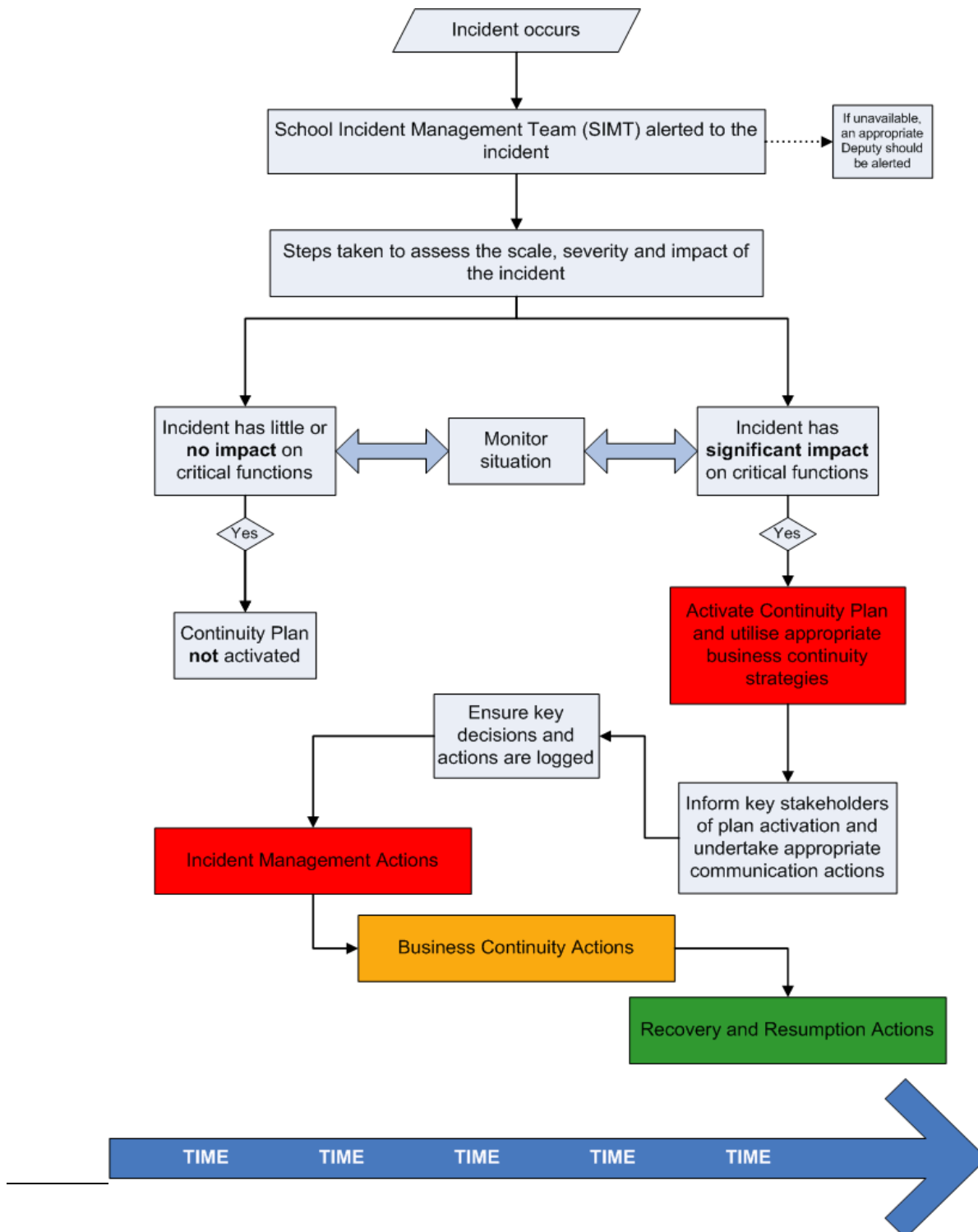**2.2 Responsibility for Plan Activation**

A member of the nominated **Federation Incident Management Team**[1] will normally activate and stand down this Plan.

2.3 Escalating a Serious Incident

All serious incidents should be reported to Local Authority on the Helpline Number: If the incident is deemed to be of a 'critical' nature, the Critical Incident Plan will be activated, and other Council Services notified to respond as appropriate.

All incidents affecting the physical infrastructure of the school's should be reported to the Planning and Accommodation Support Service (PASS) on the General Enquiries directly to the Property Development Advisor for your area. PASS will then take appropriate action to support the School's response to an incident in terms of activating other Council Services and partner agencies as required.

2.4 Activation Process

3.0 Roles and Responsibilities

3.1 Federation Incident Management Team

Role	Responsibilities	Accountability / Authority
Executive Headteacher	▪ Senior responsible owner of Business Continuity Management in the School ▪ Ensuring the School has capacity within its structure to respond to incidents ▪ Determining the School's overall response and recovery strategy	The Executive Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis.
Business Continuity Coordinator – Head of School	▪ Business Continuity Plan development ▪ Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc ▪ Involving the School community in the planning process as appropriate ▪ Plan testing and exercise ▪ Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved ▪ Training staff within the School on Business Continuity ▪ Embedding a culture of resilience within the School, involving stakeholders as required	Business Continuity Co-ordinator reports directly into the Headteacher and will usually be a member of the Federation Incident Management Team.
Federation Incident Management Team *(including Business Continuity Coordinator and Headteacher)* Assistant Headteacher Finance & Admin Officers Premises Officer	▪ Leading the School's initial and ongoing response to an incident ▪ Declaring that an 'incident' is taking place ▪ Activating the Business Continuity Plan ▪ Notifying relevant stakeholders of the incident, plan activation and ongoing response actions ▪ Providing direction and leadership for the whole School community ▪ Undertaking response and communication actions as agreed in the plan ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Managing resource deployment ▪ Welfare of Pupils ▪ Staff welfare and employment issues	The Federation 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)
Andrea Parker	Executive Headteacher	Mobile Number: 07803057320 Email Address: a.parker@bonneville-primary.lambeth.sch.uk Out of Hours Contact Details: As above
Kenneth Baffoe	Head of School – Jessop	Mobile Number: 07432715248 Email Address: kbaffoe@jessop.lambeth.sch.uk Out of Hours Contact Details: As above
Zenia McIntosh	Acting Head of School - Stockwell	Mobile Number: 07920862569 Email Address: zmcintosh@stockwell-pri.lambeth.sch.uk Out of Hours Contact Details: As above
Dharmesh Dabhi	Bursar – JSF	Mobile Number: 07956263367/07980380376 Email Address: bursar@jsfederation.org.uk Out of Hours Contact Details: As above
Cidalia Fraga	Assistant Headteacher – Stockwell	Mobile Number: 07931730852 Email Address: cfraga@stockwell-pri.lambeth.sch.uk Out of Hours Contact Details: As above
Susan Banton	Assistant Headteacher – Jessop	Mobile Number: 07724835715 Email Address: sbanton@jessop.lambeth.sch.uk Out of Hours Contact Details: As above
Antonia Jenkins	Assistant Headteacher – Jessop	Mobile Number: 07903052338 Email Address: ajenkins@jessop.lambeth.sch.uk Out of Hours Contact Details: As above
Alice Mansell	Assistant Headteacher – Stockwell	Mobile Number: 07538811872 Email Address: amansell@stockwell-pri.lambeth.sch.uk Out of Hours Contact Details: As above
Martine Auton	Assistant Headteacher – Bonneville	Mobile Number: 07870663445 Email Address: m.auton@bonneville-primary.lambeth.sch.uk Out of Hours Contact Details: As above
Eddy Grant	Jessop & Stockwell Premise Manager	Mobile Number: 07534578701 Email Address: egrant@stockwell-pri.lambeth.sch.uk Out of Hours Contact Details: As above

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) – Finance and Administration Officer	▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately	Reporting directly to the Executive Headteacher or Federation Incident Management Team.
Media Coordinator – Executive Headteacher	▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with Lambeth Council's Press Office to inform media strategy	The Media Co-ordinator should assist with providing information to the Press Office but should not undertake direct contact with Media.

Stakeholder Liaison - Assistant Headteacher	▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all):
	  o Governors
	  o Parents/Carers/carers
	  o Key Lambeth Council Services
	  o School Transport Providers
	  o External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc
	  o After School Club off site providers
		All communications activities should be agreed by the Federation Incident Management Team. Information sharing should be approved by the Executive Headteacher (or Federation Incident Management Team if the Executive Headteacher is unavailable).

Facilities – Premises Manager	▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the Federation Incident Management to advise on any issues relating to the school physical infrastructure ▪ Lead point of contact for any Contractors who may be involved in incident response	Reporting directly to the Executive Headteacher or Federation Incident Management Team.
ICT Coordinator – Assistant Headteacher	▪ Ensuring the resilience of the School's ICT infrastructure ▪ Liaison with CLC and Lambeth Council ICT support or external providers (if applicable)	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the Federation

Role	Responsibilities	Accountability / Authority
	• Work with the Business Continuity Coordinator to develop proportionate risk responses	Incident Management Team.
Recovery Coordinator – Assistant Headteacher	• Leading and reporting on the School's recovery process • Identifying lessons as a result of the incident • Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development	Is likely to already be a member of the Federation Incident Management Team, however will remain focussed on leading the recovery and resumption phase. Reports directly to the Executive Headteacher.

3.3 The Role of Governors

Role	Responsibilities	Accountability / Authority
Board of Governors	• Working in partnership with the Executive Headteacher to provide strategic direction in planning for and responding to disruptive incidents • Undertaking actions as required to support the School's response to a disruptive incident and subsequent recovery • Acting as a 'critical friend' to ensure that the School Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable • Monitoring and evaluating overall performance in developing School Resilience and reporting to Parents/Carers	Liaison with the Executive Headteacher or Federation Incident Management Team in response to a crisis. Reporting progress in developing Business Continuity Plans to Parents/Carers

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? *(tick/cross as appropriate)*
1.	Make a *quick* initial assessment: ▪ Survey the scene ▪ Assess (i.e. scale/severity, duration & impact) ▪ Disseminate information (to others)	Gather and share information to facilitate decision-making and enhance the response *A full impact assessment form can be found in Appendix A*	☐
2.	Call the Emergency Services (as appropriate)	**TEL: 999** Provide as much information about the incident as possible	☐
3.	▪ Evacuate the School building, if necessary. ▪ 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. ▪ 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 ▪ Notify relevant stakeholders of site evacuation	▪ Use normal fire evacuation procedures for the School ▪ Consider arrangements for staff/pupils with special needs ▪ If the decision is to stay within the School, ensure the assembly point is safe and take advice from Emergency Services as appropriate	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
4.	Ensure all Pupils, Staff and any School Visitors report to the identified Assembly Point.	The normal **Assembly poi**nt for the School is: Pitch/Playgrounds for all pupils. The exit key held by Admin Officers and Premises Officer. BPS The **alternative Assembly Point** for the School is: Holy Spirt Church. JPS The **alternative Assembly Point** for the School is: Michael Tippet Primary School. SPS The **alternative Assembly Point** for the School is: Lansdowne Primary School.	☐
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, contactors and Visitors as a priority	Staff signing in lists/ teacher registers/visitor/contracts signing in sheets held in the office. Finance & Admin Officers or Clerical Officers to check all non-teaching and education support staff.	☐
6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment – all vehicles access via car park	☐
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information – designated at time of incident.	☐
8.	Identify Federation Incident Management Team to undertake specific emergency response roles	*Information on roles and responsibilities can be found in Section 3.0*	☐
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	*The Log template can be found in Appendix A*	☐
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	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
11.	▪ Take further steps to assess the impact of the incident ▪ Agree response / next steps	Continue to record key decisions and actions in the incident log *The impact assessment form can be found in Appendix B.*	☐
12.	Log details of all items lost by Pupils, Staff, Visitors etc as a result of the incident, if appropriate	*A form for recording this information is in Appendix C*	☐
13.	Consider the involvement of other Teams, Services or Organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance	Depending on the incident, the following Teams in Children's Services may be approached to assist with incident management: ▪ Management Support for Schools ▪ Planning and Accommodation Support Service ▪ Education Psychology Service ▪ LA Human Resources ▪ LA Payroll Service ▪ Director for Education	☐
14.	If appropriate, arrange contact with the Council Press Office via Management Support for Schools.	Establish a media area if necessary.	
15.	Assess the key priorities for the remainder of the working day and take relevant action	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. *Business Continuity Strategies are documented in Section 5.3* 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. The Catering Contractor has contacts at other local schools and could arrange for	☐
16.	Ensure Staff are kept informed about what is required of them	Consider: ▪ what actions are required ▪ where staff will be located ▪ Notifying Staff who are not currently in work with details of the incident and actions undertaken in response	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
17.	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. Texting service holds all staff and parent contact information off site. Can be accessed from any PC/mobile device with appropriate password and username.	☐
18.	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.	Agree arrangements for parents/carers collecting pupils at an appropriate time. Texting service holds all staff and parent contact information off site. Can be accessed from any PC/mobile device with appropriate password and username. Twitter feed on the school's website home page can be accessed at any time using PC/mobile device. Remote access to school answer phone to change message.	☐
19.	Ensure Governors are kept informed as appropriate to the circumstances of the incident	Twitter feed on the school's website home page can be accessed at any time using PC/mobile device. Texting/emailing Governors by school staff also LA holds list of governors contact details centrally if required.	☐
20.	Consider the wider notification process and the key messages to communicate	Local Radios may be useful in broadcasting key message	☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
21.	Communicate the interim arrangements for delivery of critical School activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate. Texting service holds all staff and parent contact information off site. Can be accessed from any PC/mobile device with appropriate password and username. Twitter feed on the school's website home page can be accessed at any time using PC/mobile device. Remote access to school answer phone to change message.	☐
22.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident *The Financial Expenditure Log can be found in Appendix D*	☐
23.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance Policy details can be found in the Finance & Admin Officers 's office on wall mounted certificate or directly from Lambeth Insurance with whom the school purchases cover – contact Maureen Dennie on 020 7926 9846	☐
24.	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	☐

5.0 Business Continuity

5.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of our 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 our business continuity strategies to enable alternative ways of working. During an incident it is unlikely that we will have all of our resources available to us, 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? *(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	☐

2.	Evaluate the impact of the incident	Take time to understand the impact of the incident on 'business as usual' School activities by communicating with key stakeholders to gather information.
		
		Consider the following questions:
		▪ Which School activities are disrupted?
		▪ What is the impact over time if these activities do not continue?
		▪ Would the impact be:
		   o Manageable? ☐
		   o Disruptive? ☐
		   o Critical? ☐
		   o Disastrous? ☐
		▪ What are current staffing levels?
		▪ Are there any key milestones or critical activity deadlines approaching?
		▪ What are your recovery time objectives?
		▪ What resources are required to recover critical activities?
			☐

	ACTION	FUTHER INFO/DETAILS	ACTIONED? *(tick/cross as appropriate)*
3.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3)	Consider: ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement	☐
4.	Log **all** decisions and actions, including what you decide **not** to do and include your decision-making rationale	Use the Decision and Action Log to do this. *The log template can be found in Appendix A*	☐
5.	Log all financial expenditure incurred	*The Financial Expenditure Log can be found in Appendix D*	☐
6.	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	☐
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	☐
8.	Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Parents/Carers, Governors, Suppliers, Local Authority, Central Government Agencies etc.	☐

5.3 Business Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	Finance & Admin Officers to produce a list each half term and send to all members of the incident management team – password protected.
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	Staff cover absence – three teacher model. Roles and responsibilities shared across the SLT.

3.	Using different ways of working to allow for reduced workforce, this may include: • Larger class sizes (subject to adult and child ratios) • Use of Teaching Assistants, Student Teachers, Learning Mentors etc • Virtual Learning Environment opportunities • Pre-prepared educational materials that allow for independent learning • Team activities and sports to accommodate larger numbers of pupils at once	Staff cover for reduced workforce - three teacher model. Roles and responsibilities shared across the SLT. Skilled support staff to take classes. Sports coaches to co-ordinate large team activities
4.	Suspending 'non critical' activities and focusing on your priorities	Suspension of all enrichment and/or off site activities, i.e. swimming, theatre etc., to focus staffing on priorities
5.	Using mutual support agreements with other Schools	Cluster schools to support as able in an emergency
6.	Ensuring staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	HR support – under SLA

Arrangements to manage denial of access to your premises or loss of utilities	**Further Information** (e.g. Key contacts, details of arrangements, checklists)
1.	Using mutual support agreements with other Schools	Cluster schools to support as able in an emergency.
2.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises	To be advised by LA
3.	Virtual Learning Environment opportunities	Access set up via school website in conjunction with website contractor.
4.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the School premises portfolio	Incident Management Team to advise at time of incident
5.	Off-site activities e.g. swimming, physical activities, school trips	Incident Management Team to advise at time of incident – access to information on school calendar via PC/mobile device. Information of activities also held on website.

	Arrangements to manage loss of technology / telephony / data / power	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Back–ups of key school data e.g. CD or Memory Stick back–ups, photocopies stored on and off site, mirrored servers etc	1. Current backups are performed using the servers built in Windows Server Backup utility. Files can be accessed and recovered using this utility, which can also be run in an 'offline' environment in the case of server OS failure 2. Backups are stored on USB Hard drives that are locally attached to the servers. The servers also run RAID array Disks which gives us redundancy and continuity. In the event of one hard drive failing the other drives maintain full functionality while a new drive is sourced and installed. 3. There is also an offsite secure remote backup that will be used in addition to onsite local backup, this uses Microsoft Azure which also uses Windows Server Backup 4. Additional backup steps are taken to ensure the SIMS and FMS systems are backed up correctly. 5. The servers are protected by UPS power supplies (uninterruptable power supplies) which keep the server running long enough after a power failure to shut down safely. 6. Virtual servers are much easier to restore enabling the Federation to quickly setup a working system in the event of a total failure. This could include setting up a working server at a secure remote location. Offsite: PG Computing: 07764 943153

		Remote: Pharcyde: 07956 180326
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc	Registers printed off each week on Friday afternoon for the coming week. Access to registers and pupil data can be set up off site in conjunction with CLC and LA. Each school holds a number of individual small white boards. Each school holds a number of flip charts and flip chart paper. Cluster schools to be contacted for supplies and possibility to order resources for next day delivery.
3.	Flexible lesson plans	SLT to devise plan depending upon type of incident
4.	Emergency generator e.g. Uninterruptible Power Supply (UPS)	Lambeth
5.	Emergency lighting	Lambeth

	Arrangements to mitigate the loss of key suppliers, third parties or partners	**Further Information** (e.g. Key contacts, details of arrangements, checklists)
1.	Pre-identified alternative suppliers	See supplier sheets – updated on a half termly basis
2.	Ensuring all external providers have business continuity plans in place as part of contract terms	Liaison with key suppliers, i.e catering and ICT
3.	Insurance cover	Force majeure; in the event of an emergency/crisis unless the provision can be delivered appropriately taking into account extenuating circumstances any contract is suspended otherwise.
4.	Using mutual support agreements with other Schools	Clusters school to support.
5.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	To be assessed at the time of incident.

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 Federation 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? (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.	☐
2.	Respond to any ongoing and long term support needs of Staff and Pupils	Depending on the nature of the incident, the Federation Incident Management Team may need to consider the use of Counselling Services	☐
3.	Once recovery and resumption actions are complete, communicate the return to 'business as usual'.	Ensure all staff, parents, suppliers, the local authority etc., are aware that the business continuity plan is no longer in effect, using twitter, texting service, mobile phones.	☐
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 Federation Incident Management Team and in particular by the Business Continuity Coordinator 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 Federation.	☐
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 Business Continuity Team	☐

7.0 Appendices

	Content	Page No.
A	Log Template	
B	Impact Assessment Form	
C	Lost Property Form	
D	Financial Expenditure Log	
E	Contents of Emergency Box / 'Grab bag'	
F	Risk Identification, Evaluation and Management Matrix	
G	Incident Management Decision-Making Tool	
H	Staff Contact List	
I	Key Contacts List	

Appendix A

Appendix B	Log of Events, Decisions and Actions		
Completed by		**Sheet Number**	
Incident		**Date**	
Time	**Log Details**		
24hr clock			

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? (e.g. type, location & severity)	
Are there any staff or pupil casualties or fatalities? (Complete casualty / fatality sheets if needed)	
Have the Emergency Services been called?	
Is the incident currently affecting School activities? If so, which areas?	
What is the estimated duration of the incident?	
What is the actual or threatened loss of workforce?	Over 50% ☐ 20 – 50% ☐ 1 – 20% ☐
Has access to the whole site been denied? If so, for how long? (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?	
Are systems and other resources unavailable? (include computer systems, telecoms, other assets)	

Question	Logged Response
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? (likely or actual)	
Does the incident have the potential to damage the School's reputation?	
Other Relevant Information	

Appendix C

Lost Property Form			
Completed By		**Incident**	
Date		**Time**	

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

Appendix D

Financial Expenditure Log				
Completed By		**Incident**		
Date		**Time**		

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

CONTENTS OF EMERGENCY BOX / 'GRAB BAG'

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 – LA umbrella bank account and payroll via Lambeth – access to account and staff pay details and payroll history held at LA
	Invoices, purchase orders, etc
	Financial procedures – scanned electronic on backup
	Assets Register and Insurance Policy – electronic on back up
Staff Information	Staff contact details – on SIMS – up to date hard copy in grab bag
	Staff emergency contact details – SIMS and hard copy sheets copied in grab bag
IT / Equipment Information	Software licence agreement and key codes
	Back-up rota and data restoration routine – contact CLC
Equipment and other items	First Aid Kit
	Greater London A – Z map
	Portable radio (plus spare batteries)
	Wind up LED torch
	Back-up tapes
	Laptop with wireless connection
	Pay-as-you-go mobile phone and battery powered mobile phone charger
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	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

IDENTIFYING, EVALUATING AND MANAGING RISKS

GUIDANCE FOR COMPLETING THE RISK MATRIX:

LEGEND	
I	Impact
P	Probability
I x P	Risk Rating

To establish your risk rating, it is necessary to multiply the perceived consequence (or impact) of the risk (score 1 - 5) with the perceived likelihood (or probability) of that risk occurring (score 1-5). Please see tables below for guidance on risk rating scores.

Impact (or Consequence)	
Description	**Indicators**
5 (Major)	The risk has a **major** impact if realised
4 (Significant)	The risk has a **significant** impact if realised
3 (Moderate)	The risk has a **moderate** impact if realised
2 (Minor)	The risk has a **minor** impact if realised
1 (No consequence)	The risk has **no consequence** impact if realised

Probability (or Likelihood)	
Description	**Indicators**
5 (Very Likely)	The risk **will** emerge
4 (Likely)	The risk **should** emerge
3 (Unlikely)	The risk **could** emerge
2 (Very Unlikely)	The risk is **unlikely** to emerge
1 (Impossible)	The risk **will not** emerge

Score	Risk Description	Action Required

25	Extreme Risk	▪ Immediate escalation to Headteacher for risk control activities
20 - 15	High Risk	▪ Risk to be actively managed with appropriate risk control activities
12 - 6	Medium Risk	▪ Take appropriate action to manage the risk
5 and below	Low Risk	▪ Risk to be removed from register with monitoring activity to assess changes in risk rating

Example School Risk Assessment (partially complete)

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.	Pandemic or epidemic e.g. influenza virus, meningitis	4	3	12	• Staff absenteeism procedures • Use of Supply Teachers	Pre-prepared Teaching packs for Virtual Learning Environment	Head of School
2.	Severe weather events e.g. high winds, snow, heat wave, drought	4	4	10	• Staff absenteeism procedures	Pre-prepared Teaching packs for Virtual Learning Environment	Head of School
3.	Power outage	5	4	20	Using mobile phones call all parents carers to collect children. Relocate pupils to local authority premises, i.e. Lambeth School, Brixton Recreational Centre or Library.	Twitter on website –a accessed off site. Parent texting service accessed off site.	Head of School
4.	Utilities disruption e.g. gas, electricity or water supply	4	4	10	Dependent upon utility and period of disruption – close school in the event of water disruption.	Twitter on website –a accessed off site. Parent texting service accessed off site	Head of School
5.	Telephony failure	4	4	17	Internal maintenance of system. If external failure use mobile phones	Twitter on website –a accessed off site. Parent texting service accessed off site	Head of School

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
6. Appendix F.	Fire affecting the School	5	3	20	Ensure fire doors are kept closed. Combustible materials not stored on site. Annual PAT testing. Effective maintenance of all electrical and mechanical machinery.	Maintenance of fire alarm. Regular school fire drills to ensure effective and time exit of the building.	Head of School
7.	Widespread or localised flooding	5	3	23	Texting, tweeting to staff and parents.	Appropriate levels of sustenance in the building to provide for children and staff in the event of flooding during school time.	Head of School
8.	Mass staff absence e.g. industrial strikes, lottery syndicate	4	3	12	Texting, tweeting to staff and parents. Three teacher model – high number of qualified staff. Close school if required in association with LA		Head of School
9.	Transport disruption	3	3	8	Texting, tweeting to staff and parents.		Head of School
10.	Violent extremist activity on School premises	5	2	10	Evacuation plan know to staff. Lock down procedures know to staff	Grab bag available	Head of School
11.	Local hazards in the area e.g. School proximity to airport, railway line, tram line, motorways, industrial sites etc	3	4	11	Evacuation plan known to staff. Lock down procedures know to staff	Grab bag available	Head of School

Critical Incident Decision-Making Tool

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