

St Mark's Church of England Primary School

Business Continuity Plan

Head of School: Mrs Deborah Hindson

Chair of Directors : David Bowes

Date: September 2019

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Business Continuity Plan

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BUSINESS CONTINUITY PLAN

1. Purpose

The purpose of this Business Continuity Plan is to ensure that the essential activities undertaken by St Marks CE Primary School are maintained or recovered to an acceptable level to provide the delivery of services. This would include threats to delivery/ school closure due to: adverse weather conditions, staff absence due to illness or industrial action, pandemics, and the period following critical incidents and unexpected emergency situations.

This plan should be read in conjunction with the Emergency Plan and the Emergency Policy.

St Marks CE Primary School we have sought to minimise the risks by implementing a Risk Policy, Register and Action Plan. This outlines procedures in place to back up the school systems and should also be referred to when planning for business continuity.

All paper based records are identified within the Information Management Toolkit for our school: this includes details of their exact location and the nature of the documents, therefore such details have not been included in this plan.

2. BUSINESS CONTINUITY PLANNING TEAM

Role	Name	Home Tel	Mobile
CEO	Valerie Hall	01740 644558	07557 540187
Head of School	Deborah Hindson	01740 629900	07740 359761
Senior Leadership Team	Debbie Carr	01642 653496	07905 820734
Senior Leadership Team	Lisa Connor	N/A	07716 306801
Senior Leadership Team	Laurie Kidd	NA	07989 103760
Senior Administrator	Natasha White	01642 958327	07952 992885
Caretaker	Craig Stockton	01642 678950	07961 991908
Chair of Local Advisory Board	Don Allday	01642 886091	07460 781399

This team will be convened by the headteacher whenever there is a potential threat to school services. The meeting will take place in the school library, however if the school is out of bounds, the group will convene at Fairfield Primary School.

Factors to be taken into account when planning to resume/ continue delivering school services:

- **Accommodation**
- **Staffing**
- **Communications**
- **Utilities**
- **Furniture**
- **Security and Security Hardware**

Accommodation

In the event of loss of premises, or a part thereof, there will clearly be an immediate need for space in which to house core activities. We will provide for such an occurrence by a number of means:

- Rescheduling the use of existing accommodation
- Working with Local Authority Officers to locate suitable alternative accommodation.
- Hire of portable accommodation
- Short term rentals/leasing/hire of local accommodation through other schools in the immediate vicinity.

Staffing

In the event of significant staff absence for example Industrial Action, the school will consider maintaining services for selected classes.

To cover long term absence the school will consider a range of options such as redeployment of current staff, secondments from other schools, specific task contracts and use of supply agencies. All recruitment will adhere to safer recruitment guidance.

Communications

In the event of a crisis / disaster which takes out of commission the existing telecommunications system, our school has several mobile phones for use in emergencies.

The school will also communicate in other ways which can be done remotely:

- Updating the school website and the Stockton Council website through the Tell Us Once system
- Issuing press releases in liaison with the SBC press office
- School texting system
- Social media.

In such an event the wording of any communication would have to be carefully considered: the headteacher and Chair of Governors will liaise and approve all correspondence. Staff must ensure that they fully understand the information given to other parties and that they fully endorse such messages.

The implementation of the telecommunications recovery plan would be the responsibility, of the school administrator.

Utilities

Should a Major Incident occur affecting the utility supply to school premises, repairs to those utility supplies would be carried out by the relevant supply authority or contractors.

If a heating source to a building is destroyed, arrangements will be made to expedite the repair/replacement as soon as possible, and if possible temporary heat sources will be hired.

Furniture

If the school furnishings are damaged beyond repair or use in an emergency incident such as flooding we would need to source temporary replacements from local school surplus until stocks can be ordered and replenished.

Security and Security Hardware

Our school would need to ensure that the affected areas from any critical incident do not present a security loop hole; e.g. any damaged windows would need to be boarded and damaged roofing weather proofed. If security fencing is required we would need to ensure the school maintenance officer is proactive in sourcing the required measures.

Expenditure

The Headteacher will be responsible for authorising any expenditure incurred in connection with any incident and in doing so will ensure that Financial Regulations and Procurement procedures are complied with.

The appendices contain useful information such as checklists to aid decision making and lists of essential equipment/ facilities required to maintain the business of the school.

USEFUL CONTACTS

Organisation	Contact details	Alternative contact details *	Notes
Water & Sewerage	Northumbrian Water PLC	0845 717 11000	
British Gas / Transco/Northern Electric	Emergencies 0800 111 999		
Northern Electric & Gas/ Powergen/Yorkshire Electricity	0800 66 88 77 Emergency loss of supplies	03301 230877	
Cleveland Emergency Planning Unit	01642 221121	01642 821007	
First Contact Emergency Duty Team		01642 527764 08702 402994	
Lana Totty Chief Advisor	01642 526402		
Department for Education	Enquiry line: 0370 000 2288		
Maintenance Officer	01642 762451	07795 012475	
Surveillance/Alarms	Fire and Security alarms	01642 528989	
Foreign & Commonwealth Office	Consular assistance: 020 7008 1500 (24 hour)		If abroad, please ring: +44 20 7008 1500
Environment Agency	Floodline: 0845 988 1188 (24 hr)	www.environment- agency.gov.uk	
Met Office	Customer centre:0870 900 0100 (24 hr)		
Derek MacDonald Stockton H&S Lead	01642 528197	07824 529665	
RPA Insurance		01902 880842	
Energy Management		01642 526904	
School Transport		01642 527117	
Kay Wilson	Communication Manager	01642 527309	
Richard Bradley	Care for your area	01642 527739	
Maurice Stephenson	Fleet Manager	01642 528325	
Hutchisons Catering		0191 493 7087	
Darren Robinson	Highways Technical Manager	01642 524910	
Ian Hodgson	Maintenance Services Manager	01642 526889	
Mike Bellow	Technical Services Manager	01642 526279	
ICT Support One IT		01642 635570	
Financial IT Support	Agresso Support	01642 528157	

Appendix 1 - Business Continuity Checklist

Business continuity - initial response	Tick / sign / time
<p>Assess the nature of the incident, e.g.:</p> <ul style="list-style-type: none"> ▪ Loss of utility supply ▪ Loss of supplier ▪ Loss of premises ▪ Loss of personnel ▪ Loss of telecommunications. 	
<p>Establish what effect the emergency will have on the operation of the school. Try to ascertain how long the disruption will last.</p>	
<p>Consider how the incident will affect any extended services that use the school premises. Liaise with these services as necessary.</p>	
<p>Attempt to recover important documentation, records and equipment if safe to do so (consult the emergency services for advice if necessary).</p>	
<p>If appropriate, contact organisations which can assist in document restoration.</p>	

Business continuity - ongoing response	Tick / sign / time
<p>Minimise any disruption to the provision of education. Put arrangements in place to keep the school open and try to maintain normal school routines (e.g. teaching, exams) wherever possible.</p>	
<p>Seek support from other organisations (e.g. buddy schools, the local authority, suppliers / contractors) as required.</p>	
<p>Work with the 'communications' role to ensure staff, pupils and parents / carers are informed of any changes to the school routine.</p>	
<p>In the event of a public health incident (e.g. pandemic influenza), consider ordering infection control supplies and increasing the cleaning regime.</p>	

Business continuity - recovery	Tick / sign / time
<p>Work with school staff and other organisations to restore the usual school routine as a matter of urgency.</p>	
<p>Put in place arrangements for remote learning, if necessary.</p>	

Make an inventory of any equipment which has been damaged. Arrange for important items / documentation to be salvaged, restored or replaced.

Appendix 2 – Communications Checklist

Communications - initial response	Tick / sign / time
Dedicate telephone lines for incoming and outgoing calls. Arrange extra support at reception if necessary.	
Record a new message on the school answer phone if appropriate. Consider setting it to 'answer only' mode.	
Support staff with any communication needs they may have.	
Arrange updates to school website remotely and consider text alerts	

Communications - ongoing response	Tick / sign / time
Ensure regular information is provided to: <ul style="list-style-type: none"> ▪ Pupils ▪ Parents / carers ▪ Governors ▪ Extended services. 	
Consider the most effective arrangements for contacting pupils and parents / carers (please refer to appendix 6). Ensure that records of calls made to parents / carers are maintained.	
Liaise with the 'media management' role about contacting local radio stations.	
Update the school answer phone on a regular basis.	
Liaise with the 'co-ordination' role in sending a letter home to parents / carers. This could include information on: <ul style="list-style-type: none"> ▪ What has happened ▪ How their child was involved ▪ The actions taken to support those involved ▪ Who to contact if they have any concerns or queries. 	
In the event of a major emergency, seek support from the local authority; they may be able to establish a helpline for enquiries from the public.	

Communications - recovery	Tick / sign / time
Provide regular briefings to pupils and parents / carers.	
Assist the 'business continuity' role in providing remote / virtual learning.	
Check that any information in the public domain (e.g. website content) is accurate and up-to-date.	

Appendix 3 - Log-keeping

Log-keeping - initial response	Tick / sign / time
Attend BCPT briefings. Keep a log of important information, actions taken and decisions made. Note why that particular course of action is being taken	
Ensure that each member of staff keeps an incident log.	

Log-keeping - ongoing response	Tick / sign / time
Provide administrative / secretarial support to the BCPT.	
Keep accurate records of anyone admitted to hospital or treated by the emergency services.	
Record details of any expenditure incurred by the school.	

Log-keeping - recovery	Tick / sign / time
Collate all incident logs, making copies if necessary.	
Ensure records related to the incident are archived securely but make these available to authorised staff for future reference (e.g. in the event of a debrief or enquiry).	

Appendix 4 - Media Management

Media management - initial response	Tick / sign / time
Seek support from other organisations (e.g. emergency services, local authority) in responding to media requests.	
Ensure media access to the site, staff and pupils is controlled. Do not let the media onto the school site or give them access to pupils unless there is a specific reason for doing so and permission / consents are in place. Ask for support from the Police if necessary.	
Designate a specific area for the media away from the main entrance to the school, so they do not prevent or intimidate people entering and leaving the site.	
Develop a brief media statement (designed to provide reassurance) on behalf of the school. Information given must be limited until the facts are clear and all parents / carers have been notified.	
Arrange for an appropriate member of staff to act as a spokesperson (preferably this person will have received media training). If a suitable spokesperson is unavailable the Police or local authority may be able to undertake this role.	
Be prepared to be interviewed by the media.	

Media management - ongoing response	Tick / sign / time
Devise an ongoing strategy for responding to media requests. Work closely with the media to establish what information they require and when their deadlines are.	
Gather information from the BCPT, emergency services and other organisations as appropriate.	
Provide regular statements to the media. Ensure each message conveys an accurate, consistent and reassuring message. All press releases should be checked and agreed by the emergency services (and other organisations as appropriate) depending on the situation.	
Advise staff on where to direct media enquiries. Ask staff, pupils and parents / carers to avoid speculation when talking to the media.	
Try to prevent the spread of misinformation	

Media management - recovery	Tick / sign / time
Keep the media informed of developments in the recovery process. Present a positive and reassuring image to the public.	
Be aware of media interest in memorials or anniversaries of any events.	

Appendix 5 – Resources Checklist

As per emergency plan

Resources - initial response	Tick / sign / time
Take action to protect property. Consider turning off utility supplies.	
Ensure the emergency services can access / egress the school without hindrance. Consider sending a member of staff to the school entrance to prevent people restricting access by parking in unsuitable places.	
Advise the emergency services of any property related issues / hazards (e.g. asbestos, chemical stores). Consider providing personnel with a site map.	
Work with other staff and the emergency services to control access to the school: <ul style="list-style-type: none"> ▪ Advise staff and governors that they might have to prove their identity before the emergency services will grant them access. ▪ Provide authorised visitors with identification badges and ensure they sign-in and sign-out. ▪ Ensure that media access to the site is controlled. 	

Resources - ongoing response	Tick / sign / time
Liaise with utility suppliers as required.	
Establish safe and secure areas to assist the response. E.g.: <ul style="list-style-type: none"> ▪ BCPT briefing room ▪ Briefing area for parents / carers ▪ Media briefing room. 	
Work closely with staff and other organisations to provide access to facilities and resources as required. This may involve opening or closing parts of the school.	
Ensure the school site is secure (e.g. provide temporary fencing around damaged areas, arrange for broken windows to be boarded).	
Work with the 'business continuity' role to arrange temporary accommodation, if required.	

Resources - recovery	Tick / sign / time
Work closely with the 'co-ordination' role in organising remedial work to property and liaise with insurance companies, salvage specialists and loss adjusters as appropriate.	
Arrange a site visit with relevant personnel (e.g. emergency services, utility suppliers, local authority) involved in the recovery phase.	
Procure temporary accommodation if appropriate.	

Appendix 6 - Welfare & Post Incident Support

As per emergency plan

Ref'	Post incident support - assistance for pupils and parents / carers	Tick / sign / time
	Introduce a strategy to monitor pupils and staff who may be particularly affected by the incident. Ensure that staff are aware of this strategy.	
	Offer pupils and staff the opportunity for psychological support and counselling. Ensure staff and pupils know that support is available and arrange access to these services as necessary.	
	Consider which pupils need to be briefed, how, and by whom.	
	Provide opportunities for pupils to discuss their experiences (e.g. promoting discussion during class, arranging a special lesson). Do not discourage pupils from talking about their experiences.	
	Consider providing relevant books in the school library.	
	Arrange for a member of staff to visit those affected (at home or at hospital). Ask for consent from parents / carers before doing this.	
	Make arrangements to express sympathy to those who have been hurt. Consider encouraging pupils to send cards / messages to those affected.	
	Be sensitive about the demands practical issues might make on pupils (e.g. deadlines for coursework, imminent exams).	
	Send a letter to parents / carers with information on: <ul style="list-style-type: none"> ▪ The nature of the incident ▪ How their child was notified of the incident ▪ Arrangements for support organised by the school ▪ Who to contact if they would like additional support. 	
	Maintain regular contact with parents / carers.	
	Do not make public any sensitive / confidential information about individuals unless consent has been given by pupils and parents / carers.	
	Consider organising an event for parents / carers to discuss any issues or concerns they might have.	
	If pupils who were particularly affected by the incident leave school (e.g. transferring from primary to secondary education) consider, sensitively and confidentially, notifying the Head Teacher of the new school.	

Post incident support - general actions	Tick / sign / time
Request support from educational professionals trained in psychological debriefing, critical incident stress debriefing, bereavement counselling and trauma management if appropriate.	
Consider requesting support from other organisations. E.g.: <ul style="list-style-type: none"> ▪ Teacher Support Network ▪ Samaritans ▪ Cruse Bereavement Care. 	
Manage any distress that could be caused by ongoing Police enquiries, legal proceedings and media attention.	
Cancel or rearrange any events which are inappropriate.	
Plan appropriate support for staff to enable them to cope with any questions or discussions pupils might have about the incident.	
Ensure that any new roles given to staff do not place too great a burden. Over time, staff may need to be relieved of any additional responsibilities given to them.	
Ensure that new staff are aware of the incident, which pupils were involved and how they were affected.	
Consider any actions which can be taken to support the local community if affected by the incident (e.g. fund raising).	

Post incident support - returning after a period of absence	Tick / sign / time
Negotiate with parents / carers a suitable date for returning to school after a period of absence.	
Consider if any additional support could be provided which would make the return easier. E.g.: <ul style="list-style-type: none"> ▪ Initial part-time attendance ▪ Alternative methods of teaching ▪ A sanctuary that pupils could use if upset during the school day. 	
Brief pupils who may be able to help in the process of resettling (e.g. close friends).	
Ensure that all staff are aware of the need for sensitivity. Put in place special arrangements for: <ul style="list-style-type: none"> ▪ Missed work ▪ Rescheduling projects ▪ Exams. 	

Post incident support - funeral arrangements	Tick / sign / time
Contact bereaved families to express sympathy on behalf of the school.	
Take account of religious and cultural factors (e.g. some faiths wish to hold funerals within 24 hours of death). Consider contacting religious leaders within the community for support.	
<p>Consult parents / carers sensitively about funeral arrangements. Try to establish if representatives from the school will be invited to the service. It may be useful to consider:</p> <ul style="list-style-type: none"> ▪ Closing the school on the day of the funeral as a mark of respect ▪ A senior member of staff attending the funeral on behalf of the school ▪ If staff and pupils can be allowed time off school to attend the funeral ▪ Providing transport to take pupils and staff to the funeral ▪ Providing pupils with information about what happens at funerals ▪ Arranging floral tributes and / or donations. 	

Post incident support - remembrance	Tick / sign / time
<p>Taking into account the wishes of the family, consider providing a suitable memorial at the school:</p> <ul style="list-style-type: none"> ▪ Garden ▪ Seating area / bench ▪ Tree ▪ Book of condolence ▪ Fountain ▪ Sculpture ▪ Painting ▪ Photograph ▪ Prize (e.g. a sporting / academic trophy for older children). 	
<p>Be aware of important dates which may need to be prepared for. E.g.:</p> <ul style="list-style-type: none"> ▪ Birthdays ▪ Christmas ▪ Mother's day ▪ Father's day ▪ Anniversary of the event. 	
<p>Discuss with governors, staff, parents / carers and pupils how to mark anniversaries and other important dates. E.g.:</p> <ul style="list-style-type: none"> ▪ Commemorative service ▪ Special assembly ▪ Concert ▪ Display ▪ Sports event. 	
Be aware of renewed media interest near anniversaries of the event.	

Appendix 7 Essential IT Systems Checklist

Essential Systems/Application.	Required by (Hours/Days)	Min. Number Of Users Requiring Access.	Who Takes Backups	Function(S)	Availability Agreed With
Telephone Systems	Immediately	2		To communicate	
SIMs	Immediately	3	One IT	To monitor attendance, sight children's contact details & parent correspondence.	
Agresso	5 days	2	One IT	To carry out financial duties	
Outlook/ Internet / Extranet	Immediately	20	One IT	To communicate	
Single Central Record	Immediately	3	One IT	To ensure safeguarding of children	
Head Teachers/ Administrator's Documents	2 days	2	One IT	To retrieve documents	
Staff Shared (K' drive)	2 days	1	One IT	To retrieve documents	
Alarms Systems	Immediately			To secure site	

Back up Details

Back-ups taken on a daily basis	One IT, Blackburn House, Falcon Court, Preston Farm, Stockton on Tees, TS18 3TX	No of school laptops/ iPads in business continuity team (stored offsite overnight?)	6 Yes
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Appendix 8 Temporary Accommodation Checklist

Use this form to consider where the class/ group may relocate to if their area is unavailable.

Class/Departments	Primary Needs	Temporary Location Please Give Details
YN	Early Years environment with outdoor access. Toilet facilities.	Option 1: Option 2:
YR	Early Years environment with outdoor access. Toilet facilities.	Option 1: Option 2:
Y1	Space for 30 children, with practical work areas	Option 1: Option 2:
Y1/2	Space for 30 children, with practical work areas	Option 1: Option 2:
Y2	Space for 30 children, with practical work areas	Option 1: Option 2:
Y3	Space for 30 children, with practical work areas	Option 1: Option 2:
Y3/4	Space for 30 children, with practical work areas	Option 1: Option 2:
Y4	Space for 30 children, with practical work areas	Option 1: Option 2:
Y5	Space for 30 children, with practical work areas	Option 1: Option 2:
Y6	Space for 30 children, with practical work areas	Option 1: Option 2:

Appendix 9 – A-Z of External Contact and Contractors

This form lists the contacts that are required to deliver the essential services.

Organisation	Purpose e.g Supplier Of Stationery, Portacabin etc.	Name Of Usual Contact	Tel No (Office Hrs)	Out Of Office Hrs	Other Info
A					
B Bee Clear	Drainage Systems		01642 618718		
C Castle Grange	Whiteboards / Projectors	Tony Meadows	01642 777989 01642758893 (F)		
D					
E Eureka	Medical Supplies		01202 493750 01202 493751 (F)		
F					
G					
H					
I Initial Washrooms	Waste Bins		0845 6080125		
J					
K					
L					

Organisation	Purpose e.g Supplier Of Stationery, Portacabin etc.	Name Of Usual Contact	Tel No (Office Hrs)	Out Of Office Hrs	Other Info
M					
N Normans	Stationary		01642 564190		
O					
P Joseph Parr	Gritting Salt				
Q					
R					
S Safechem	Paper Towels				
T Technocopy Thomas Proctor	Copying Facilities Cleaning Products		01325 365403 01642 603060		
U					
V Viking		Steve Davis	0116 237 2735 0844 8711897(F)		
W					
X					
YZ YPO	Stationery, Cleaning, Office Supplies	Sales			

Appendix 10 – Inventory

Room codes relating to site map and inventory.

1	2	3
4	5	6
7	8	9
10	11	12
13	14	15
16	17	18
19	20	21

The follow highlighted items denote key resources essential for continuation of school business.

ROOM	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Rectangular Tables	2	5	3	11	14	7	17	16		6					37				4		
Angled Tables	2		6	8	4	10	7	7	2												
Adult Chairs		2	2	1	2	1	1	1		2		1	5	2							11
Round Tables	1	1		1				1													
Adult Desks			1	1	1	1	1	1		2									1		
Other Tables	1												1	1	1				2	2	
Fitted Desk Range												1	1								
Plastic Storage Chests									2												
Footrest												1	1								
Blue Chairs (red Dot)	18	14	32	33	31	34	33	35	15	10					9						4
Burgundy Chairs (Dining)															104						
Blue Swivel Chairs															24				12		
Wooden Chairs	8																				
Computer Keyboard	1				1		1			2		1			24						
Scanner / Printer								1				1							3		
Printer									1				1								
Telephone												1	1								
Photocopier														1							
Docking Station													1								
Filing Cabinets (2 drawer)																			2		
Book Cases		2	5		2	1	1	1	5	36			3	2					6		
Open Shelves/Cupboards			2		6	12	8	8	2			3									
Tray Units	3		2	2	3		2	2		5					1						
Cupboards with doors			1	5	7			1	4										3		
Fans												1									
Electric Heater																					
Lamp																					
Microfiche																					
Fax												1									
Shredder										1		1									
Gym Apparatus Sets															1						
Wipe Board				1				1					1								
Notice / White Boards		1	2				1						1	2							4
Clock	1		1	1	1		1			1		1							1	1	
Window Blinds Full Set	1	1	1	1	1	1	1	1	1	1	1	1	1	1							1

ROOM	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Safe												1									
Key Box												1									
CCTV TV												1									
Piano Keyboard	1	1	1		1			1													
CCTV Camera														1							
Fire Alarm Box														1							
Sink Unit / Play Bath	1					1															
Kettles																					2
Wooden Market Stall	1	1																			
Dishwasher																					1
Wooden Wendy House		1	1																		
Wooden Post Box		1																			
Oven	1																				
Toaster																					1
Microwave	1																				1
Fridge	1									1											1
Freezer																					1
Laminator										1		2									
Kitchen Sink Units								5													
Bread Maker	1																				
Water Coolers										1											
Interactive White Board	1	1	1	1		1	1	1							1						1
White Board Projector	1	1	1	1	1	1	1	1							1						1
Television																					1
Waste Bins	1		1	1	1	1	1	2					1								1
CD/Radio Player	1				1																
Pencil Sharpener	1			1	1	1	1			1											1
Speakers	1				1	1	1														
Rug	1																				
Cushions		10																			
Computer Monitor	1	1			1	1	1	1		2		1			24						3
Desktop	1	1			1	1	1	1				1	1								2
Laptop			5	1	3	3	8	3						1							
Fire Extinguisher		1								3											
Laptop Charging Unit															1						
Audio Unit															1						

