

White Spire School Business Continuity Plan

September 2017

Review September 2018

Contents

SECTION 1: INCIDENT MANAGEMENT PLAN

- 1.1 Purpose & Scope of this document
- 1.2 Incident Management Team Structure
- 1.3 Incident Management Team Meeting Room
- 1.4 Incident Escalation and Invocation of the Business Continuity Plan
- 1.5 Example actions for the Incident Management Team

Appendix A Incident Assessment Form

Appendix B Incident Log

SECTION 2: KEY CONTACT INFORMATION

- 2.1 Public Section
- 2.2 Confidential Section
- 2.3 External Communication
 - Key External Stakeholders
 - Emergency Services
 - Staff and Student Welfare
 - Disaster Recovery

SECTION 3: THREAT RESPONSE PLANS

- 3.1 Threat response plan for loss of site
- 3.2 Threat response plan for significant loss of staff
- 3.3 Threat response plan for loss of IT / loss of phones
- 3.4 Threat response plan for significant incident on or off site
- 3.5 Threat response plan for health incident

SECTION 4: KEY DOCUMENTS

- 4.1 Summary of key documents and location
- 4.2 Copy of site plan

Incident Management Plan

1.1 Purpose & Scope of this document

The purpose of this document is to assist the School to define an incident response structure that would be required in the event of an incident occurring at the School. In doing so it outlines the key roles and responsibilities in responding to and recovering from an incident.

The Business Continuity Standard BS 25999 states –

“In any incident situation there should be a simple and quickly-formed structure that will enable the organisation to:

- *Confirm the nature and extent of the incident*
- *Take control of the situation,*
- *Contain the incident, and*
- *Communicate with stakeholders”*

This document is not intended to be a prescriptive list of actions to take to manage an incident.

1.2 Incident Management Team

Incident Management Team structure

The Incident Management Team is made up of the Senior Leadership Team. The team needs to form and react as soon as possible to the incident. On forming, those present can take decisions to apply appropriate resources to deal with an event as it occurs (ideally to prevent it becoming a crisis).

The key roles of the Incident Management Team are to:

- Provide strategic direction, especially at a local level
- Hold ultimate responsibility
- Represent the public face of the School
- Assume responsibility for co-ordinating incident management
- Provide direction / support as required to staff and students and outside agencies to effectively manage the incident at an operational level

The table below shows the members of the Incident Management Team:

Name	Role
Mr Finlay Douglas	Head Teacher
Mr Phil Wilson	Assistant Head Teacher
Miss Michelle Bartle	Assistant Head Teacher
Mrs Katy Cozens	Assistant Head Teacher
Miss Geraldine Osborne	School Business Manager
Mr Paul Mayo	Site Manager
Mr Lee Varga	IT Systems Manager

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1.3 Incident Management Team Meeting Room

	First Choice	Second Choice (offsite option)
Nominated Meeting Rooms	Head Teacher Office	Lord Grey
Capacity	7	7
Computer Equipment Held in Room	Yes	Yes
Network Points in Room	Yes	Yes
Other Specialist Equipment Held if Necessary (e.g. Digital TV & Radio, fax)	No	No

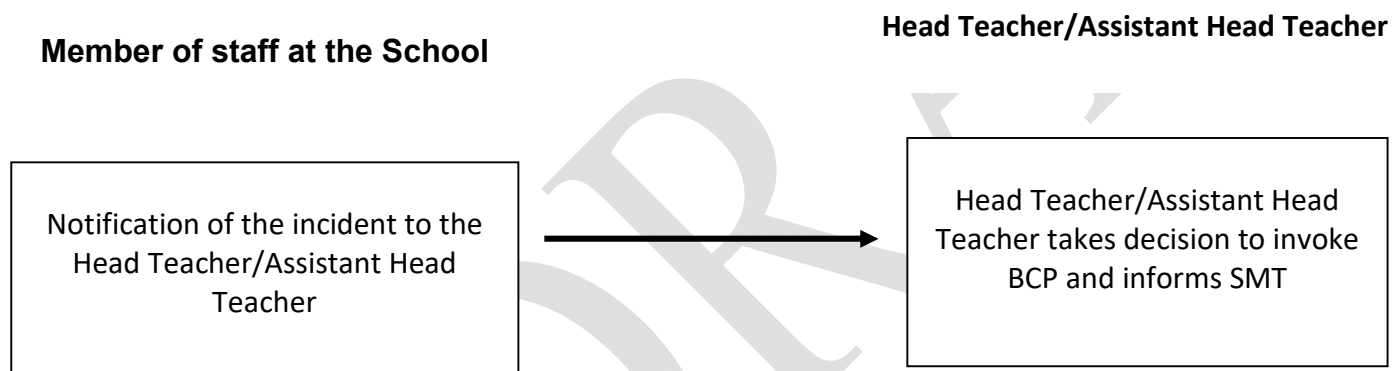
1.4 Incident escalation and invocation of the Business Continuity Plan

1.4.1 Incident escalation process

It is vital that the School has a clear and simple method by which it can quickly recognise a business continuity threat and act accordingly. It is better to over-react to serious incidents and then stand down members of staff than to under-react.

The agreed escalation and invocation framework to be adopted and understood by all is set out below.

Diagram 1 – Escalation and Invocation



The Head Teacher has the authority to compel all members of the Incident Management Team to meet as soon as is reasonable to discuss an incident, or the threat of an incident, which could force the Business Continuity Plan to be invoked.

1.5 Example actions for the Incident Management Team

No	Action	Completed Yes / No
1.	Determine nature of incident and extent of impact on the School (see Appendix A – Incident Assessment Form).	
2.	Ensure priorities have been identified.	
3.	Decision taken to invoke Business Continuity Plan.	
4.	Decide on location of meeting room. Call up other members of Incident Management Team as relevant and get them to come to the meeting room.	
5	Open an incident log (see Appendix B) to record key actions and decisions taken.	
6.	Identify resources required to deal with incident	
7.	Consider implementation of Communications Strategy (internal and external).	
8.	Agree a time for next meeting and follow on meetings and briefing and reporting into incident log. Agree monitoring process for plan implementation and frequency of reports to Principal.	
9.	Consider the plan for recovery (focused on Mission Critical Activities and non-critical activities).	
10.	On conclusion of incident stand down Team and instigate the lessons learnt review.	

Appendix A – Incident Assessment Form

This table is to be used by the Incident Management Team for completing an initial assessment of which Mission Critical Activities have been impacted and the likely duration of the impact.

Priority Order	Mission Critical Activity	Accountability for Mission Critical Activity	Nature of Impact	Duration
1	Safety of staff and students (Duty of Care)			
2	Reception / switchboard (receiving and giving information)			
3	Leadership			
4	Site security			
5	School trips (school trip happening)			
6	School trips (incident happened on school trip)			
7	Managing catering			
8	Internal communication with staff and students			
9	External communications with key stakeholders			

10	Ability to provide exams (at exam time)			
11	School trips (school trip in the near future)			
12	ICT support (IT services) MIS / Internet			
13	HR support (payroll at a critical time in the month)			
14	ICT support (phones)			
15	Creditors (payments)			
16	Financial management (operating the finance system)			
17	Calendar events			
18	Provision of teaching facilities e.g. classrooms, sports hall			
20	Qualification driven teaching and learning			

Entry No.	Date	Time	Description of action taken / decision made	Costs incurred	Completed by

2.1 Public Section

Name	Role	Work
Finlay Douglas	Head Teacher	01908 373266
Mr Phil Wilson	Assistant Head Teacher	01908 373266
Miss Michelle Bartle	Assistant Head Teacher	01908 373266
Mrs Katy Cozens	Assistant Head Teacher	01908 373266
Miss Geraldine Osborne	School Business Manager	01908 373266
Mr Paul Mayo	Site Manager	01908 373266
Mr Lee Varga	IT Systems Manager	01908 373266

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2.2 Confidential Section

Name	Role	Work	Home	Mobile
Finlay Douglas	Head Teacher	01908 373266		
Phil Wilson	Assistant Head Teacher	01908 373266		
Michelle Bartle	Assistant Head Teacher	01908 373266		
Katy Cozens	Assistant Head Teacher	01908 373266		
Geraldine Osborne	School Business Manager	01908 373266		
Paul Mayo	Site Manager	01908 373266		
Lee Varga	IT Systems Manager	01908 373266		

Governor	Role	Contact Number
Mr Neil Griffith	Chair	

3 External Communication

Organisation	Contact Name & Address	Title	Contact Telephone Number(s)
Key External Stakeholders			
Intruder Alarm	Chubb Fire & Security Ltd Unit 14 Dencora Way Luton LU3 3HP	Chubb Fire	0344 8791743
CCTV	White Spire School		01908 373266
Fire Alarm	Chubb Fire & Security Ltd Unit 14 Dencora Way Luton LU3 3HP	Chubb Fire	0344 8791743
Utilities	Gas – Total Gas & Power Ltd Bridge Gate, 55-57 High Street Redhill, Surrey RH1 1RX A/c No: 3002998251 Electricity – N Power, PO Box 8007, Oldbury B69 2AL A/C No: B3740619 Water – Anglian Water PO Box10642, Harlow CM20 9HA A/c No:121320972-Y-M		Emg Hot Line: 0800 111 999 01737 275800 0845 070 9494 Leakage:08009175901 03457 145 145 0800 771 881
School House	Electric – Eon British Gas		0800 056 8090 power cut 0800 111 999
Telephone	British Telecom		0800 328 2006
Local Authority	Milton Keynes Council Civic Offices, 1 Saxon Gate East		01908 691691

	MK9 3EJ or Saxon Court 502 Avebury Boulevard Central Milton Keynes MK9 3HS		Out of hours emergency: 01908 226699
<i>In event of invoking your business continuity plan, all contact with the Council should be directed through the Milton Keynes Council Community Alarm Service</i>	Milton Keynes Community Alarm Service		24hr no: 01908 226699
Business Continuity Planning Support	MKC- Civic Offices	businessresilienc@milton-keynes.gov.uk	01908 254703
Health & Safety Team	MKC	Martin Rudd	Office: 01908 253839
Emergency Services			
Fire / Police / Ambulance	Bletchley Police Station Sherwood Drive Bletchley MK3 6TP MK Fire & Rescue		0845 8 505 505 Fax: 01908 276130 999
Local Police Liaison Officer	PC Steve Horspool		
MK Hospital Accident and Emergency	Milton Keynes General Hospital Eaglestone MK6 5LD		01908 660 033
Locksmith	Brinnicks Locksmiths 58 High Street NEWPORT PAGNELL MK16 8AQ		01908 617575
Disaster Recovery			
Risk & Insurance Team	LGSS Insurance	Mark Greenall	Office: 01604 366055

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Organisation	Contact Name & Address	Title	Contact Telephone Number(s)
Professional Services			
Caterers	Martins the Greengrocer		01908 311004 07980 800110
	Thomas Ridley		01359 271071
	Freshfayre		0113 277 0241
Grounds Maintenance	Sports Ground Services		01908 617389
Supply Teacher Agencies	Reed		0208 2744345
	Teaching Personnel		01604 521215

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3.1 Loss of Site

3.1.1 Plan Owner

Owner:	Deputy Owner / Plan Maintainer:
<i>The key person who should have confidence in the plan</i> Head Teacher	<i>Should also have confidence in the plan, although is perhaps less senior. Responsible for maintenance of the plan.</i> Assistant Head Teachers

3.1.2 Risk Description

Risk	Potential Triggers of the Risk	Risk width (i.e. critical activities that will be affected)	Current Mitigation
Loss of site	Fire, explosion, terrorism, adverse weather, power cut / utilities failure, incident in local area affecting access to the site, flooding, transportation incident shutting down the area, arson / sabotage	All activities	<ul style="list-style-type: none"> • Fire risk assessments • Health and safety policy • Regular checks of fire alarms / security alarms / extinguishers • Fire drills • Electricity check • Gas appliances checked • Monthly check on emergency lighting • Maintenance contracts in place • External CCTV • Termly health & safety inspection / meeting

3.1.3 Response Plan

No	Action	Timing / Priority	Responsible	Tick when complete
1. Actions required in the event of the incident occurring out of normal school hours				
1.1	Fire alarm / security alarm system triggered	Immediate	Site Manager	
1.2	Infrastructure Manager would contact emergency services if necessary	Immediate	Site Manager	
1.3	Infrastructure Manager to attend the site – to liaise with emergency services and contact Principal and/or School Operations Manager	Immediate	Site Manager	
1.4	Depending on severity of incident decision made whether Incident Management Team need to attend site	Immediate	Head Teacher	
1.5	If necessary Principal to co-ordinate early morning meeting to agree strategy with appropriate personnel	Immediate	Head Teacher	
1.6	Notification to all building users including staff and students (phone call tree / text messaging) to say School will be closed. Update website (if accessible).	Next few hours	Head Teacher	
1.7	Allocated staff to stand at the gates and inform students and other staff of the situation and where they can get updates from – this will include sending students home	Next few hours	Assistant Head Teacher	
1.8	Principal to deal with relevant media enquiries	On-going	Head Teacher	
1.9	Inform Chair of Governors about incident and decisions taken	Next few hours	Head Teacher	

1.10	Contact and liaise with insurers	Next few hours	School Business Manager	
1.11	Infrastructure Manager to provide regular updates to the Incident Management Team on on-going basis as appropriate	On-going	Site Manager	
1.12	Consider longer term alternative accommodation if required	Ongoing	Head Teacher	
2. Actions required in the event of the incident occurring during normal school hours				
2.1	Alarm triggers evacuation (in line with fire drill / evacuation procedure)	Immediate	Head Teacher/ Assistant Head Teacher	
2.2	Infrastructure Manager to identify nature of incident and liaise with Head Teacher Infrastructure Manager to contact emergency services if necessary	Immediate	Site Manager	
2.3	Members of Incident Management Team to liaise with Head Teacher to identify nature and extent of incident	Immediate	Head Teacher	
2.4	If necessary Head Teacher to co-ordinate meeting to agree strategy with appropriate personnel	Immediate	Head Teacher	
2.5	Notification to all building users to say School will be closed. Update website (if accessible).	Next few hours	Assistant Head Teacher	
2.6	Decision made as to whether to send students home or use emergency accommodation	Next few hours	Head Teacher	
2.7	Head Teacher to deal with relevant media enquiries	On-going	Head Teacher & LA	
2.8	Inform Chair of Governors about incident and decisions taken	Next few hours	Head Teacher	

2.9	Contact insurers	Next few hours	School Business Manager	
2.10	Infrastructure Manager to provide regular updates to the Incident Management Team on on-going basis as appropriate	On-going	Site Manager & IT Systems Manager	
2.11	Consider longer term alternative accommodation if required	On-going	Head Teacher	

3.2 Significant loss of staff (over 10% for more than one day)

3.2.1 Plan Owner

Owner:	Deputy Owner / Plan Maintainer:
<i>The key person who should have confidence in the plan</i> Head Teacher	<i>Should also have confidence in the plan, although is perhaps less senior. Responsible for maintenance of the plan.</i> Assistant Head Teacher

3.2.2 Risk Description

Risk	Potential Triggers of the Risk	Risk width (i.e. critical activities that will be affected)	Current Mitigation
Significant loss of key staff (over 10% for more than one day)	Prolonged adverse weather, transport problems e.g. train strike, significant illness, teaching strike	All activities	<ul style="list-style-type: none"> • Agency arrangements / temporary staff • Early detection of possible severe weather / transport problems • Remote access

3.2.3 Response Plan

No	Action	Timing / Priority	Responsible	Tick when complete
Cover in place for key staff:				
See Incident Management Section 1.4				
1. Actions required in the event of a significant loss of key staff				
1.1	Staff contact absence line to say can't get in / not coming in – information gathered by Senior Manager i/c Cover/Data (BC)	Immediate	Senior Manager i/c Cover/Data	
1.2	If more than 10 staff absent the Senior Manager i/c Cover/Data would liaise with Head Teacher and Assistant Head Teacher	Immediate	Head Teacher / Assistant Head Teacher	
1.3	Deputy Head Teacher/Assistant Head Teacher to define minimum staffing requirements and decide on cover needs / groupings / timetable and would liaise with Principal	Immediate	Assistant Head Teacher	
1.4	If appropriate contact agency staff with staffing requirements – book if meet minimum requirements	Immediate	Senior Manager i/c Cover/Data	
1.5	If minimum requirements can't be met Deputy Head Teacher to liaise with Head Teacher to decide on necessary action	Immediate	Assistant Head Teacher	
1.6	Head Teacher to advise Chair of Governors (if school closure is required)	Next few hours	Head Teacher	
1.7	If necessary identify if alternative teaching provision can be provided in the longer term	On-going	Head Teacher	

1.8	Implement communications strategy to inform all staff, students and parents of any changes in arrangements	On-going	School Business Manager	
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3.3 Loss of IT / Loss of phones

3.3.1 Plan Owner

Owner:	Deputy Owner / Plan Maintainer:
<i>The key person who should have confidence in the plan</i> Head Teacher & Assistant Head Teachers	<i>Should also have confidence in the plan, although is perhaps less senior. Responsible for maintenance of the plan.</i> Infrastructure Manager

Risk Description

Risk	Potential Triggers of the Risk	Risk width (i.e. critical activities that will be affected)	Current Mitigation
Loss of IT / Loss of phones	Virus, hacking, sabotage, theft, fire, flood, water leak, loss of power, internet failure, failure of air conditioning unit, hardware / network switch failure, road works cutting cable	All	<ul style="list-style-type: none"> • Full offsite Backups on daily basis • All staff have remote access to IT as required / IT team have remote access to network • Local skilled and trained staff members in place • Virus scanning software • Members of SLT have mobile phones • Portable air conditioning unit in server room • Telecoms support from Plusnet (Internet Provider) • Telecoms support from Hello (Telephony Provider)

3.3.2 Response Plan

No	Action	Timing / Priority	Responsible	Tick when complete
<p>Critical systems for the School:</p> <ul style="list-style-type: none"> • Management Information System • Access control • Teaching resources • General applications • Finance • HR • Internet • Email • Remote access • Website 				
<p>1. Actions required in the event of a loss of IT services</p>				
1.1	Infrastructure Manager to be notified – verbally of incident / or identifies a problem through system alerts	Immediate	Site Manger & IT Systems Manager	
1.2	Infrastructure Manager undertakes local assessment of incident and options for recovery	Immediate	Site Manager & IT Systems Manager	
1.3	Infrastructure Manager communicates with Head Teacher via phone or email if available – scope of problem and how long the system will be down / anticipated recovery time	Immediate	Site Manager & IT Systems Manager	

1.4	Other staff would be informed via phone / email if available / verbally	Next few hours	Site Manager & IT Systems Manager	
1.5	Infrastructure Manager & General Technician regularly liaises Head Teacher / Assistant Head Teachers depending on severity of incident	Next few hours	Site Manager & IT Systems Manager	
1.6	Implement other manual procedures as required	Next few hours	Head Teacher	
2. Actions required in the event of a loss of phones				
2.1	Notify Head Teacher (if not available – School Business Manager)	Immediate	Assistant Head Teacher	
2.2	Assistant Head Teachers would then notify staff by an all staff email	Immediate	Assistant Head Teacher	
2.3	Try to resolve problem locally	Immediate	IT Systems Manager	
2.4	IT Systems Manager to contact Hello Telecom for support with resolving the problem	Immediate	IT Systems Manager	
2.5	If website available – information to be put on this to notify all stakeholders of the situation	Next few hours	Head Teacher / IT Systems Manager	
2.6	Assistant Head Teachers to undertake regular review of situation and communicate this to the Head Teacher who would then update other staff if necessary	On-going	Assistant Head Teacher	

3.4 Significant Incident on or off site

3.4.1 Plan Owner

Owner:	Deputy Owner / Plan Maintainer:
<i>The key person who should have confidence in the plan</i> Head Teacher	<i>Should also have confidence in the plan, although is perhaps less senior. Responsible for maintenance of the plan.</i> Assistant Head Teacher School Business Manager

3.4.2 Risk Description

Risk	Potential Triggers of the Risk	Risk width (i.e. critical activities that will be affected)	Current Mitigation
Significant incident on or off site	Bus crash, stabbing or fatal incident, incident on a School trip, terrorism incident, violent intruder, demonstrations, loss of key data	All activities	<ul style="list-style-type: none"> • Regular dialogue with the police • External CCTV • School Visits policy • Risk assessments • Sufficient staff with emergency first aid training • All staff trained in Child Protection • Zero tolerance policy

3.4.3 Response Plan

No	Action	Timing / Priority	Responsible	Tick when complete
1. Actions required in the event a significant incident occurring (including visits)				
1.1	Put immediate actions in place to safeguard students and staff	Immediate	Head Teacher	
1.2	Head Teacher / nominated emergency contact informed of all significant incidents in person / by phone / via email	Immediate	Head Teacher	
1.3	Incident Management Team to have emergency meeting if possible and agree relevant strategy	Immediate	IMT	
1.4	Incident Management Team to liaise with emergency services or relevant authorities and assess impact of incident	Immediate	IMT	
1.5	Incident Management Team make decision as to whether appropriate to attend site of incident and who should attend	Immediate	IMT	
1.6	Communicate agreed message with staff and students (reminder to staff on procedure for dealing with enquiries e.g. from the media and parents)	Next few hours	Assistant Head Teacher	
1.7	Inform Chair of Governors about incident and decisions taken	Next few hours	Head Teacher	
1.8	Contact insurers for support as required	Next few hours	School Business Manager	
1.9	Provide family support as appropriate	On-going	Head Teacher	

1.10	Head Teacher to deal with media enquiries and produce a press statement where necessary	On-going	Head Teacher	
1.11	Arrange counselling as appropriate	On-going	Assistant Head Teacher	
1.12	Liaise with local police, social services or other agencies if relevant, particularly around parent contact	On-going	Head Teacher	
1.13	Ongoing communication with staff, students and parents	On-going	Assistant Head Teacher	
1.14	Review longer term implications of the incident for the School	On-going	IMT	

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3.5 Health Incident

3.5.1 Plan Owner

Owner:	Deputy Owner / Plan Maintainer:
<p><i>The key person who should have confidence in the plan</i> Head Teacher</p>	<p><i>Should also have confidence in the plan, although is perhaps less senior. Responsible for maintenance of the plan.</i> School Business Manager</p>

3.5.2 Risk Description

Risk	Potential Triggers of the Risk	Risk width (i.e. critical activities that will be affected)	Current Mitigation
Health incident	Legionella, meningitis, TB, other virus, food poisoning	All student activities	<ul style="list-style-type: none"> • Regular legionella check • Asbestos register and annual checks • First aid policy • Absence monitoring • Poster / information to all staff and students – recognising the signs and what to do • School welfare

3.5.3 Response Plan

No	Action	Timing / Priority	Responsible	Completed By
1. Actions required in the event of a health incident occurring				
1.1	Head Teacher informed of all significant health incidents in person / via email	Immediate	All staff	
1.2	IMT to have emergency meeting if significant health incident identified (including identifying vulnerable staff and students)	Immediate	IMT	
1.3	IMT to liaise with emergency services or relevant health authorities and assess impact of the health incident Includes reporting of incidents to local authority health and safety team	Immediate	IMT	
1.4	IMT to determine appropriate strategy in liaison with relevant health authorities	Next few hours	IMT	
1.5	Communicate agreed message with staff, students and parents	Next few hours	Assistant Head Teacher	
1.6	Head Teacher to deal with media enquiries and produce a press statement where necessary / inform Chair of Governors	Next few hours	Head Teacher	
1.7	Reminder to staff on procedure for dealing with enquiries e.g. from the media and parents	Next few hours	Head Teacher	
1.8	Monitor situation and review options e.g. School closure	On-going	Head Teacher	
1.9	Ongoing communication with staff, students and parents	On-going	Assistant Head Teacher	
1.10	Review longer term implications of the incident for the School	On-going	IMT	

4.1 Summary of key documents and location

Should a significant incident occur there are a number of key documents which may need to be referred to in order to effectively manage the emergency.

Below are a few questions which may assist in identifying and accessing key documentation.

- What key documents would be required or prove useful should a significant incident occur?
- How accessible are these documents?
- What format are the documents in e.g. electronic, paper?
- Who is the owner of the document(s)?
- Are the documents the most up to date versions?

The table below identifies possible example documents that may be required should an incident occur:

Table summarising key documents and location

Document or File Name	Location	Format	Document Owner
Business Continuity Plan	Copies with all IMT members	Paper / electronic	Head Teacher
Personnel information	School network	Electronic	School Administration Team Tel: 01908 254001 Email: itss@milton-keynes.gov.uk
Student records	School network	Electronic	School Administration Team Tel: 01908 254001 Email: itss@milton-keynes.gov.uk
Site drawings	Site Manager/Grab Bag	Paper	Site Manager/Business Manager
ICT Network information	School network	Electronic / Paper	ICT Systems Manager
Key legal and financial documents	Safe / School Business Manager's office	Paper / Electronic	Head Teacher/Business Manager Tel: 01908 254001 Email: itss@milton-keynes.gov.uk
Grab Bag Camera/Torch/BCP/ Staff contact/pupil contact numbers	Business Manager's Office & Contact Information – Safe Main Office	Paper USB Drive	Business Manager

4.2 Copy of site plan which may need to be accessed quickly

The school site plan is attached as this may need to be referred to quickly in the event of an incident occurring.

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