

Mulberry Tree CE MAT BUSINESS CONTINUITY PLAN

PLAN DETAILS	
Date Written	20.06.19
Plan Owner	K Graham
Plan Writer	K Graham
Version Number	1
Review Schedule	Annually
Date of Plan Review	Summer 2020
Date of Plan Exercise	Throughout school year
Plan Storage Details	Electronic copy in office drive. Paper copy in school safe

VERSION CONTROL		
Date	Change Details	Approver

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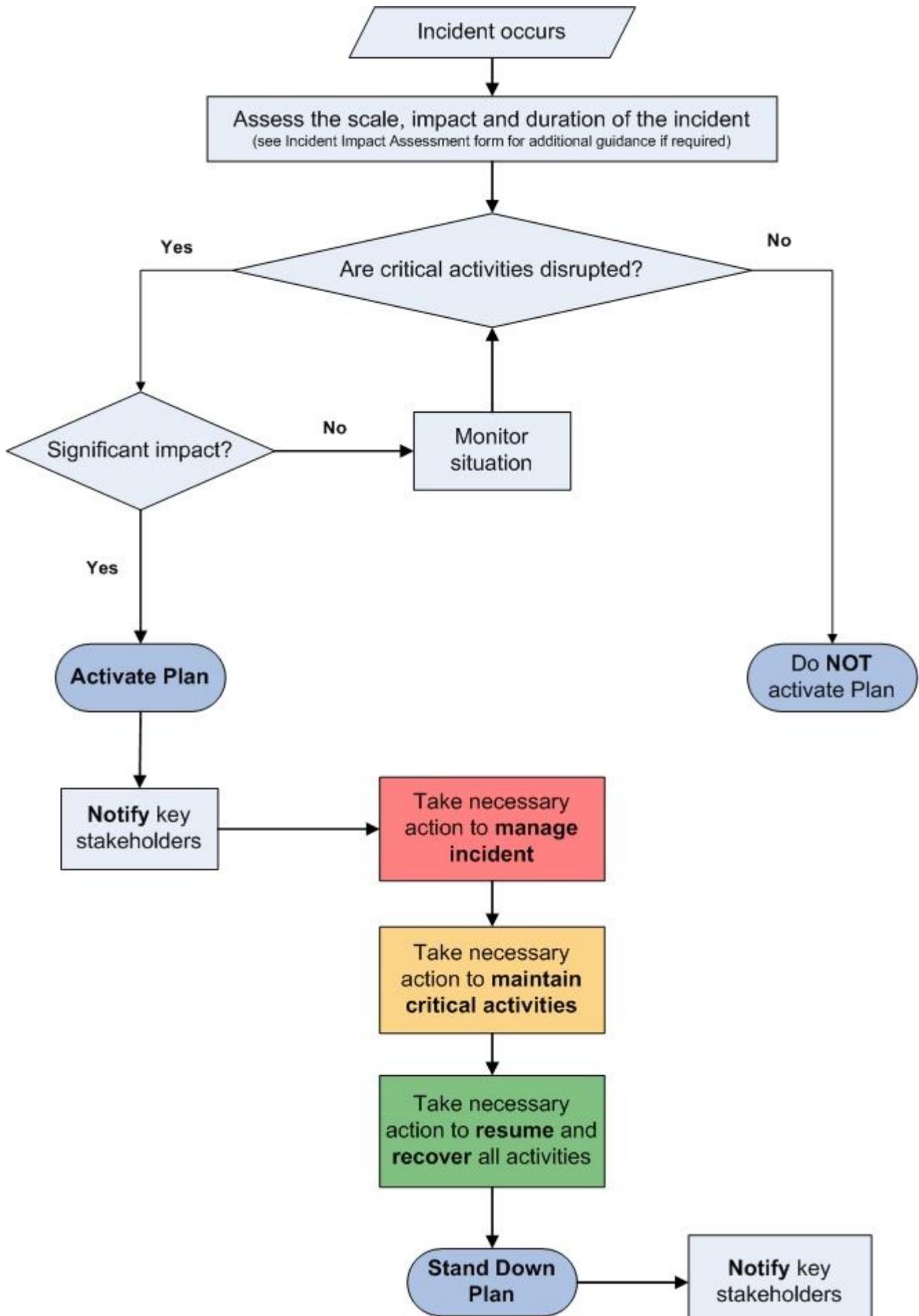
Purpose	To provide a flexible framework to manage the response to any school disruption or emergency ¹ , maintain critical activities and recover from the incident quickly and efficiently.
Plan Scope	The following departments /sites are in scope of this plan: St. Catherine's CE Primary

1.0 PLAN PURPOSE AND SCOPE

2.0 PLAN ACTIVATION

Circumstances	<p>This Plan will be activated to manage the response to any incident causing significant disruption to normal service delivery, particularly the delivery of key/time critical activities. Plan activation triggers may include:</p> <ul style="list-style-type: none"> ▪ Loss of staff or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather or people leaving the organisation. ▪ Loss of critical systems e.g. ICT network disruption, telephony outage or power outage. ▪ Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency where emergency service cordon would prevent access for a period of time or utilities failure. ▪ Loss of a key resource such as an external supplier or partner vital to the delivery of a key activity. 	
Authority for Plan Activation <i>(other than the Plan Owner)</i>	Caroline English-Mather, deputy Headteacher, St. Catherine's Cath Ormrod, Chief Financial Officer, Mulberry Tree Trust	
Notification Procedures	Who?	Why? <i>(note this is not an exhaustive list)</i>
	Headteacher	Take the decision on whether the Business Continuity Plan should be activated and direct resources. The Headteacher will normally be the 'Plan Owner'. See section 2.1 for more detail on plan activation.
	Board of Trustees, LGB	Responsible for strategic decisions in response to significant incidents
	Stakeholders/ Partners	<p>If the incident is causing significant disruption, an appropriate message should be released to stakeholders/partners detailing:</p> <ul style="list-style-type: none"> ● What is causing the disruption and the impact ● Action being taken to respond to the incident ● Estimated length of the disruption and return to business as usual.
	Bolton Council	For further details of key contact details please see Schools Major and Significant Incident Framework attached as Appendix Two to this document
	Public Health	In the event of a significant outbreak in a school, Public Health England (PHE), who lead the investigation and management of outbreaks and incidents, should be contacted. The Public Health England GM Health Protection Team can be contacted in/out of office hours: 0344 225 0562, Option 3

2.1 PLAN ACTIVATION PROCESS



3.0 INCIDENT MANAGEMENT

3.1 INCIDENT MANAGEMENT PHASE

Purpose	<ul style="list-style-type: none"> ▪ Protect the safety and welfare of staff, visitors and the public ▪ 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
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If the disruption is not a 'no notice' emergency, section 4.0 will be of more relevance to you.

REQUIREMENT	ACTION	ACTION DONE? (Check box accordingly) (To be completed at the time of the incident)	BY WHO? (Insert details of responsible Officer) (To be completed at the time of the incident)
1.	<p>Make a <i>quick</i> initial assessment:</p> <ul style="list-style-type: none"> ▪ Survey the scene/situation ▪ Assess the impact on pupils and staff ▪ Assess (i.e. scale/severity, duration & impact) ▪ Disseminate information (to others) ▪ Call the Emergency Services if needed ▪ Evacuate the school building if necessary 	<input type="checkbox"/>	
2.	Nominate individuals to carry out Incident Management roles, as appropriate.	<input type="checkbox"/>	
3.	Ensure a log of key decisions and actions is started and maintained throughout the incident	<input type="checkbox"/>	
4.	Where appropriate, record names and details of any staff or pupils that may have been injured or affected by the incident as part of your incident record keeping.	<input type="checkbox"/>	
5.	Log details of all items lost by pupils, staff, visitors etc as a result of the incident, if appropriate	<input type="checkbox"/>	
6.	<p>Assess the key priorities for the remainder of the working day and take relevant action</p> <p>Consider the school's legal duty to provide school meals to some pupils and how this will be facilitated, even in the event of relocation of pupils to an alternative site.</p>	<input type="checkbox"/>	

	REQUIREMENT	ACTION	ACTION DONE? <i>(Check box accordingly)</i> (To be completed at the time of the incident)	BY WHO? <i>(Insert details of responsible Officer)</i> (To be completed at the time of the incident)
7.	Log all expenditure incurred as a result of the incident and seek advice/inform your Insurance Company/Bolton Corporate Insurance and Claims Team	Record all costs incurred as a result of responding to the incident. The Financial Expenditure Log can be found in <i>Schools Business Continuity Plan Guidance</i> .	<input type="checkbox"/>	
8.	Consider your communications/media management strategy to ensure staff and pupils are kept informed about what is required of them. Contact the Council Press Office as indicated in Appendix One. If the incident is taking place outside of normal working hours, staff may need to be contacted to advise of any alterations to normal working arrangements for the next day.	All staff member's emergency contact details should be held securely electronically as well as in a hard copy as part of your plan. Ensure parents/carers contact details are also available. A Template for your contact lists are contained at Appendix Three of this plan.	<input type="checkbox"/>	
9.	Ensure recording processes are in place for staff/pupils leaving the site	Ensure the safety of staff and pupils before they leave the site.	<input type="checkbox"/>	

4.0 BUSINESS CONTINUITY

4.1 BUSINESS CONTINUITY PHASE

Purpose	<ul style="list-style-type: none"> ▪ To ensure that 'critical activities' are resumed as quickly as possible and/or continue to be delivered during the disruption ▪ To activate one or more of your business continuity strategies to enable alternative ways of working ▪ To make best use of potentially limited resources by suspending 'non critical' activities
Time Critical Service Functions	The outcome of the <i>Business Impact Analysis</i> process has been to identify the following school activities as time critical/urgent:

	REQUIREMENT	ACTION	ACTION DONE? (To be completed at the time of the incident) (Check box accordingly)	BY WHO? To be completed at the time of the incident) <i>(Insert details of responsible Officer)</i>
1.	Take time to understand and evaluate the impact of the incident on 'business as usual' activities by communicating with key stakeholders to gather information. Refer to your <i>Business Impact Analysis</i> .	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.	Plan how critical activities will be maintained – refer to your Business Continuity strategies (section 5)	Consider: <ul style="list-style-type: none"> ▪ Immediate and ongoing priorities ▪ Communication strategies ▪ Resource availability and deployment. ▪ Roles and responsibilities ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement ▪ Any welfare issues ▪ Planning the recovery of non critical activities 	<input type="checkbox"/>	
3.	Identify any other stakeholders who may be required in the business continuity response	Depending on the incident, you may need additional/specific input from your external partners.	<input type="checkbox"/>	
4.	Log all decisions and actions, including what you decide not to do and include your decision making rationale.	The Log of Events, Decisions and Actions can be found in the <i>Schools Business Continuity Plan Guidance</i> .	<input type="checkbox"/>	
5.	Log all financial expenditure incurred as a result of the incident	Use the Financial Expenditure Log which can be found in the <i>Schools Business Continuity Plan Guidance</i> .	<input type="checkbox"/>	
6.	Deliver appropriate communication actions as required/further develop your media strategy in consultation with the Council Press Office where required.	Ensure methods of communication and messages are developed as appropriate to the needs of your key stakeholders e.g. Pupils, Staff, Partners/Carers, Governors	<input type="checkbox"/>	

4.2 BUSINESS CONTINUITY STRATEGIES

Purpose	<ul style="list-style-type: none"> ▪ To document alternative ways of working designed to maintain your critical activities in the event of a disruption ▪ To ensure alternative ways of working have been agreed, tested and are fit for purpose
Circumstances when business continuity strategies may be activated	<p>Whatever the cause of disruption, the impacts commonly fall within one or more of the below categories:</p> <ul style="list-style-type: none"> ▪ Loss of key people (staff or students/pupils) above normal levels of absenteeism due to illness/injury death or other scenarios such as severe weather, changes in school structures, staff leaving the school etc. ▪ Loss of critical systems e.g. ICT network disruption, telephony outage or power outage. ▪ Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency where emergency service cordon would prevent access for a period of time, utilities failure etc. ▪ Loss of a key resource such as an external supplier or partner vital to the delivery of a key activity ▪ There will be more specific key business continuity risks that you will have covered in your risk assessment, for example, terrorism threat, extreme weather, school trip incident and reputational risks. The final section below provides space for you to document your strategies to respond to these risks where appropriate.

TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF PREMISES

1	Identification of alternative buildings designated as the agreed relocation site. You will need to consider transport requirements, ICT equipment and accessibility for these identified premises. It is recognised that you may not be able to find a building that can locate all of your school pupils – in this case consider priority groups that could be relocated. Also ensure that you have a plan for alternative premises for relocation of groups of pupils/students undertaking statutory exams. Consider where school lunches would be held in the event of relocation.	Contact local cluster schools when needed Contact Bolton LA when needed
2	Creating an emergency 'grab bag' that contains essential information and equipment needed for both incident management and business continuity, and should be stored in a secure place on and off site. The contents of the bag should be the responsibility of a named person and should be regularly checked and updated. See <i>Schools Business Continuity Plan Guidance</i> .	Use mobile app on inventory and mobile phone for Teachers2Parents
3	Mutual support agreements with schools where there is capacity for schools to accommodate each other in the event of an incident.	Contact local cluster of schools at the time
4	Virtual learning environment opportunities	
5	Localising the incident, e.g. isolating the problem and utilising different sites or areas within the school premises	
6	Off site activities e.g. physical activities, school trips	
7	Ensure that anyone who requires ICT to undertake critical activities has the ability to work at home where possible and appropriate so that in the event of a school premises incident there is the option for some staff to work from home where appropriate.	
8	In the event of a loss of utilities (include water/gas/electricity)	

TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF CRITICAL ICT SYSTEMS (INCLUDING TELEPHONY)

ADDITIONAL INFORMATION

1.	Teaching using manual methods	
2.	Use of a secure external network, or secure cloud that can be accessed via the internet to allow extra back up and protection for your files	
3.	Manual workarounds: ensure there are critical manual records available and hard copies of critical forms or processes where appropriate	
4.	Cloud based applications which allow access via the internet.	
5.	Redirection of the reception phone line to an alternative number or to your office mobile phones	
6.	Ensure that ICT providers have given explicit assurance regarding back up processes for your data and have a Disaster Recovery Plan that sets out the service they will provide to you in the event of a failure of their system	

TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF PEOPLE (STAFF OR STUDENTS/PUPILS)		ADDITIONAL INFORMATION
1.	Use of temporary staff (teaching/non teaching)	
2.	Multi-skilling/cross training/ to ensure staff can undertake different roles and responsibilities. Ensuring that staff share essential information so in the event of staff absence there are no 'single points of failure'.	
3.	Using different ways of working to allow for a reduced workforce. This could include: Use of pre-prepared educational materials that allow for independent learning Team activities and sports to accommodate larger numbers of pupils at once Larger class sizes (subject to relevant ratios)	
4.	Using mutual support agreements with other schools – e.g. 'sharing' of teaching staff within a specific discipline in an incident	
5.	Ensuring that the business continuity aspects of staff management are considered in management arrangements, e.g. flexibility in job descriptions, robust attendance policies	
6.	Engage resources to support students/pupils and staff dealing with emotional impacts in the case of injury, accident or death where appropriate	
TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF A KEY SUPPLIER, THIRD PARTY OR PARTNER AGENCY		ADDITIONAL INFORMATION
1.	Pre-identified alternative suppliers	
2.	Ensuring external providers have a fit for purpose Business Continuity Plan or Disaster Recovery Plan (ICT providers)	
3.	Using alternative ways of working to mitigate the loss, e.g. suspending activities.	
TACTICAL OPTIONS TO MITIGATE AGAINST LOSS OF FINANCIAL FACILITIES OR FINANCIAL DATA		ADDITIONAL INFORMATION
1.	In the first instance phone Bolton ICT (Tel: 332034) for advice and to check school data has been backed up.	
2.	Use any paper copies of information available from the school office.	
3.	Contact Gill Smith DPO (Tel: 07887 606821) for advice and to check if a data breach has occurred.	
TACTICAL OPTIONS TO MITIGATE AGAINST ANY OTHER TYPE OF BUSINESS CONTINUITY RISK		ADDITIONAL INFORMATION
4.		
5.		
6.		
7.		
8.		
9.		

5.0 RECOVERY AND RESUMPTION

5.0 RECOVERY AND RESUMPTION PHASE

Purpose	<ul style="list-style-type: none"> ▪ To return to 'business as usual' as quickly as possible ▪ To ensure any non critical activities suspended as part of your business continuity response are recovered within appropriate timescales ▪ Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building on a longer term basis.
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	REQUIREMENT	ACTION	ACTION DONE? <i>(Check box accordingly) (To be completed after the incident)</i>	BY WHO? <i>(Insert details of responsible Officer) (To be completed after the incident)</i>
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.	Continue to record all expenditure incurred as a result of the incident	Use the Financial Expenditure Log to record any expenditure which can be found in the <i>Schools Business Continuity Plan Guidance</i>	<input type="checkbox"/>	
3.	Respond to any ongoing and long term support needs of Staff and Pupils.	Depending on the nature of the incident, the schools Incident Management Team may need to consider the use of health services, for example counselling.	<input type="checkbox"/>	
4.	Once recovery and resumption actions are complete, communicate the return to 'business as usual'.	Ensure all staff are aware that the Business Continuity Plan is no longer in effect.	<input type="checkbox"/>	
5.	Carry out a 'debrief' of the incident with Staff and Suppliers/Partners if appropriate. Complete a post incident report to document opportunities for improvement and any lessons identified. A template can be found in the <i>Schools Business Continuity Plan Guidance</i> .	The incident de-brief report should be reviewed by all members of the Schools Incident Management Team to ensure that key actions resulting from the incident are implemented within designated timescales.	<input type="checkbox"/>	
6.	Review this Business Continuity Plan in light of lessons learned from the incident and the consequent response to it	Implement recommendations for improvement and update this Plan.	<input type="checkbox"/>	

Appendix One

SCHOOL INCIDENT MANAGEMENT ROLES		
Role and Name	Responsibilities	Accountability
Incident Manager(s). Karen Graham, Headteacher Cath Ormrod, Chief Finance Officer Caroline English-Mather, deputy Headteacher	<ul style="list-style-type: none"> ▪ Determining the overall response and recovery strategy ▪ Activating and standing down the Business Continuity Plan ▪ Ensuring key stakeholders are kept informed during an incident and in the recovery phase ▪ Authorising the use of response and communication actions as agreed in this plan ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Safeguarding the welfare of all Pupils, Staff, Contractors and Visitors ▪ Staff welfare and employment issues ▪ Responsible for effective communication with pupils, parents/carers and other key stakeholders as necessary 	Incident Managers have the delegated authority to authorise all decisions and actions required to respond and recover from the incident. Depending on the significance of an incident, An Incident Manager should activate a management support provider /Bolton Council response where required.
Incident Loggist (record keeper) Karen Graham, Headteacher	<ul style="list-style-type: none"> ▪ Ensuring that all key decisions, supporting rationale and all actions taken in relation to the incident are recorded clearly, accurately and stored confidentially and are able to withstand scrutiny e.g. in a Public Enquiry. 	Reports directly to the Incident Manager.
Caretaker (or point of contact for Building Issues) Neil Ashton, Site manager St. Catherine's	<ul style="list-style-type: none"> ▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the Incident Management Team to advise on any issues relating to the physical infrastructure of the building ▪ Lead point of contact for any Contractors who may be involved in incident response ▪ Co-ordination of inventory of damaged assets/equipment when/if safe to do so 	Reporting directly to the Incident Manager
Emergency Evacuation Marshall(s) Neil Ashton, Site manager St. Catherine's	<ul style="list-style-type: none"> ▪ To ensure everyone has evacuated the floor/building when required to do so, following the Evacuation Plan, making sure nobody is left behind ▪ Report to the Incident Manager confirming their area of responsibility is completely evacuated (or that the search was not thoroughly completed) ▪ Report to the Incident Manager the numbers and locations of any mobility impaired person(s) remaining in the building e.g. in a safe refuge 	Reporting directly to the Incident Manager.
First Aider(s) Deb Callow, TA Angela woof, TA	<ul style="list-style-type: none"> ▪ To ensure that the Emergency Services are immediately called when they are required to treat any casualties ▪ To provide immediate 'first aid' in line with training received in order to preserve life, prevent the condition getting worse and to promote recovery ▪ To keep individuals as comfortable as possible until professional help arrives 	Reporting directly to the Incident Manager.

Appendix Two

Key Council Contacts for Schools in Major/Significant Incidents

1. Introduction

- 1.1 Bolton Council is committed to supporting schools maintain continuity of teaching and learning during a major or significant disruption. School management teams are responsible for having a robust Business Continuity Plan in place and managing any incident that threatens continuity; the Council is responsible for providing a co-ordinated response.
- 1.2 These contacts have been provided to help schools deal with the most serious and significant incidents where there is support required from the Council. This relates to incidents that cannot be dealt with as part of normal day to day disruptions and schools cannot deal with them independently.
- 1.3 There are a number of common major and significant risks to schools Business Continuity where the council can provide support and these are detailed below, with the appropriate Council contact or method of notification. Schools are responsible for making the contact, the Council will ensure that relevant officers are notified and a response is co-ordinated. The below contacts should be made after, where appropriate, emergency services have been notified.
- 1.4 Security and Response provide a year round contact point for Civil Contingencies matters and a response is available 365 days a year, 24 hours a day, 7 days a week. They will instigate emergency Civil Contingency plans and contact the Civil Contingencies Forward Incident officer if required. The emergency number for Security and Response is 01204 336900. Schools who have the key holding and alarm service SLA with Security and Response will receive additional services that include, for example, site attendance, boarding up, alarm engineer call out, incident reporting to the police and other guarding services.
- 1.5 The Council's Civil Contingencies arrangements are in place for the whole of the Bolton Community (including schools) 365 days a year, 24 hours a day, 7 days a week. This support is in place to help the community respond to any type of incident that puts people in immediate danger, such as a collapsing building or bridge. The Civil Contingencies Team will be notified by Emergency Services or Security and Response in this eventuality.
- 1.6 Safeguarding incidents should be dealt with separately in line with normal processes.
- 1.7 You may wish to include other key Council contacts within your Business Continuity Plan that are useful for more minor or planned disruptions (for example a strike)

Major/Significant Business Continuity Risks and Key Council Contacts		
Type of Incident/Risk	Description	Key Council Contact/s or Notification arrangements
Significant premises incident that could lead to school closure	This relates to a premises incident of such seriousness that there could be denial of access and closure – such as a significant fire or flood in the premises.	Ged Kelly Children's Services Capital Programme Manager 01204 332080/07768 353080 ged.kelly@bolton.gov.uk Security and Response: 01204 336900
Serious Accident/Injury	This does not relate to injuries that can be managed by the school, this refers to life threatening injuries to pupil/s and/or staff that could cause significant disruption to the school.	Frank Warren Head of Occupational Health and Safety 01204 336968/07789031732 frank.warren@bolton.gov.uk Security and Response (where this is Civil Contingencies matter) 01204 336900

Major/Significant Business Continuity Risks and Key Council Contacts		
Type of Incident/Risk	Description	Key Council Contact/s or Notification arrangements
Significant Disease outbreak	Outbreak of disease so significant in terms of risk to health or numbers affected that there is a risk of school closure.	Public Health England are the first point of contact who will notify the Council in line with the Greater Manchester Outbreak Plan In/out office hours: 0344 225 0562, Option 3
Reputational Incident	Incident causing significant disruption and reputational damage to the school such as malicious use of social media to criticise or denigrate the school or staff and where involvement of the Council and strong press management is required.	Karen Spibey Media Officer 01204 332064/07824 541215 Email address: karen.spibey@bolton.gov.uk
Extreme weather	Extreme weather which can cause such significant disruption that there is a threat of school closure such as heavy snowfall or floods.	Report through the extranet: http://mossextranet.bolton.gov.uk/website/pages/home.aspx
Significant Information Security Breach	A major information security breach that could cause significant disruption to the school such as 'hacking' of the school's ICT system leading to compromise of pupil's sensitive information.	Paul Rankin, Performance, Planning and Resources Manager 01204 332077/07392108201 Email address: paul.rankin@bolton.gov.uk
Any other type of major/significant incident	This could include, for example a terrorist threat/attack, serious criminal activity and major school trip incident.	Dr. Tony Birch Assistant Director: Education & Learning 01204 332011/ 07789031875 tony.birch@bolton.gov.uk Security and Response (where this is Civil Contingencies matter). 01204 336900

Appendix 3

STAKEHOLDER KEY CONTACT LIST	
Contact	Telephone number
School Contacts	
Headteacher	01204 332636/ 07775 940007
Deputy Head	01204 332636
Premises Manager	01204 332636
Chair of Governors	01204 697162/ 07763 123443
Deputy Chair of Governors	
Other Local Contacts	
Police	999 / 0161 872 5050/101 (for general enquiries)
Police – your local station/community officer	
Greater Manchester Fire & Rescue Services	999 / 0161 736 5866 (for general enquiries)
Hospital – your nearest A&E	Bolton 01204 390390
Your Local Church or Religious Centre	St. Catherine’s church via Chair of Governors
BBC Manchester	0161 335 6000
NHS – your local clinic	Kildonan House surgery 01204 468161
Key 103 (school closures)	0161 288 5103
Other Useful Contacts	
Management Support provider (where appropriate)	
Foreign Office	020 7270 1500
Public Health England	0344 225 0562 (Option 3) For out of hours call Tameside Hospital and ask for Health Protection on Call 0161 922 6000
Information Commissioner’s Office	0303 123 1113
Health and Safety Executive	0345 300 9923
United Utilities	0345 672 3723
Electricity North West	0800 195 4141
British Gas	0800 111 999

Appendix 4: Staff Contact list

Staff to be contacted via Teachers2Parents text service

Appendix 5: Parent/Carer contact list

Parents and carers to be contacted via Teachers2Parents text service