



Business Continuity Plan

Stoke by Nayland C of E Primary School

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Date of Implementation:	September 2024
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Purpose

The objective of this plan is to maintain or recover the critical services and activities at Stoke by Nayland C of E Primary School in the event of a major disruption.

This plan compliments (and does not replace) the existing procedure from Suffolk County Council on Managing Critical Incidents and should be read in conjunction with Stoke by Nayland's Critical Incident Plan.

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CRITICAL SERVICES OR ACTIVITIES

Critical Service/Activity	Recovery Time Objective	Service Details In particular – what should be maintained or recovered in the event of disruption.	Responsible Person
Teaching	1 Week	Ability to deliver the Curriculum	All able staff
Teaching Support	1 Week	Assist the teaching staff to deliver the Curriculum	Teaching Assistants
Examinations	1 Day	Provide appropriate facilities to enable pupils to sit SATs examinations.	Headteacher (HT)
Check school premises following an incident	1 Day minimum	Ensure the building structure, internal fittings and contents and outside areas are safe and secure for pupils and staff to use. Ensure insecure areas are sealed-off from use.	HT, Caretaker, MAT Buildings Officer, Premises, Health & Safety Committee in consultation with the MAT.
Provision of alternative learning premises	1 Week	Where necessary, provide off-school site premises for teaching and transport for pupils.	HT, MAT and P,H&S Committee
Administration and Accounting	1 Week	Restore school administration and financial management functions.	Administration staff & MAT Finance
Catering	1 Week	Provide mid-day meals to pupils.	HT & Catering staff
Cleaning	1 Week	Subject to confirmation of building safety, clean building, toilets etc. and remove waste.	Cleaning contractor and Caretaker
Breakfast Lunch and after-school club activities	1 Month	Re-start club activities.	HT

These are Recovery Time Objectives – this is the timeframe in which the services should be recovered. Attempts will be made to ensure services are restored before the Recovery Time Objective, where possible.

POSSIBLE DISRUPTIONS

Possible Disruption	Impact (A)	Likelihood (B)	Risk Rating (A x B)
Reduced staff numbers due to sickness, industrial action, injury or transport problems.	4	3	12
Serious injury/death of a staff member	4	3	12
Serious injury/death of a pupil	4	3	12
Fire, flood or catastrophic damage or event leading to loss of school premises, or access to same, in whole or part.	4	3	12
Bomb threat	4	2	8
Terrorist attack	5	2	10
Loss of power, heating, water.	3	4	12
IT – virus attack, network failure.	4	4	16
Transportation – bad weather, loss of bus service.	4	3	12
No mid-day meals.	2	2	4
Parents / carers unable to collect pupils during or after school.	2	3	6

The purpose of this list is to identify the disruptions that should have action cards (higher risk rating) and those which do not (lower risk rating).

Impact – how serious the disruption might be as a result of this threat.

- 1 – Insignificant
- 2 – Minor
- 3 – Moderate
- 4 – Major
- 5 – Catastrophic

Likelihood – the chances of this threat happening.

- 1 – Rare
- 2 – Unlikely
- 3 – Possible
- 4 – Likely
- 5 – Almost Certain

CRITICAL INCIDENT MANAGEMENT TEAM

The purpose of the Critical Incident Management Team is to make sure the right people come together in the right place at the right time to take control of the organisation's response to the disruption.

Overall Responsibility

The following will take overall responsibility of the school's response to an incident and bring together the Critical Incident Management Team.

	Contact Details		Contact Details
Kelly McGrath Headteacher	M: 07946 330266 Kelly.mcgrath@sbn.suffolk.sch.uk kmcgrath753@gmail.com	Hannah Durrant EYFS Lead	M: 07794539913 Hannah.durrant@sbn.suffolk.sch.uk
Jane Addis Chair of Governors	H: 01787 210834 M: 07734 649297 Addis22@gmail.com		

Additional members of the Critical Incident Management Team

The following should be contacted to form a Critical Incident Management Team who will carry out the actions required to maintain or recover critical services/activities.

Name	Role	Contact Details
Sean Byrne	Caretaker	07958 342174 Sbyrnie89@icloud.com
Stephane Javelle	Pastoral Support	01206 263589 Stephen.lowes@me.com

The four key holders are the Headteacher, Hannah Durrant, and Sean Byrne (Caretaker) Sharon (Vertas) Contract Cleaner.

Location

The most advantageous location (off-site) for the Critical Incident Management Team to meet would be at Saint Mary's Church, alternatively the Village Hall. There is the possibility, in an emergency, for pupils to be assembled on a very temporary basis at the neighbouring Focus School, Stoke by Nayland Campus. The school is currently at full capacity hence this would be a very short-term arrangement. The Church and Village Hall are other possibilities. The Recreation Ground on the other side of the road is a large open space that can be used to assemble pupils in good weather.

Records

In the event of a critical incident, staff members are encouraged to keep a log of events if possible.

An Incident Log must be opened as soon as this Plan is invoked, see Critical Incident Plan (Critical Incident Log).

GENERIC ACTIONS

Note – this action list assumes that all immediate emergency actions such as evacuation/lockdown have taken place according to existing school procedures.

In the event of an **Evacuation**, the Fire alarm is set off.

In the event of a **Lockdown**, this is communicated verbally by the Headteacher or Office staff member if possible, a bell is rung inside, or a group WhatsApp Call or message is sent depending on the circumstances.

Action	Considerations
<p>Assess the situation:</p> <ul style="list-style-type: none"> • Survey the scene. • Contact the emergency services if still on site. • Evacuate building if necessary and take a roll call. <p>Assess the scale, severity, duration of the incident and its likely impact on the school's critical services and activities (see page 3).</p>	<p>Who do you need to help you manage your recovery?</p> <p>Are there any key milestones or statutory deadlines approaching?</p>
Establish the Critical Incident Management Team contact point for all personnel.	This may be a physical location or a phone number.
Allocate specific roles as necessary.	E.g. site liaison, staff communications, log-keeping.
Ensure a log of key decisions and actions is started and maintained throughout the incident.	See Incident Log. Record major financial costs.
If there is time and it is permitted by the emergency services, consider the recovery of vital assets/equipment to enable delivery of critical school activities.	In particular: <ul style="list-style-type: none"> • Paper files • Course work
<p>Notify the relevant stakeholders:</p> <ul style="list-style-type: none"> • Staff • School governors • Multi Academy Trust • Suffolk County Council 	<p>Notify them of our:</p> <ul style="list-style-type: none"> • Assessment • Arrangements for keeping in contact.
<p>Agree with MAT & Suffolk County Council (SCC) who is making arrangements for:</p> <ul style="list-style-type: none"> • Communication to parents/carers • Establishment of an internal and/or public helpline number • Public communication and media handling • Insurance • Site security (incl. turning off of utilities) 	<p>Important contacts at SCC are listed in Appendix 2.</p> <p>Parents know to listen to the radio.</p> <p>Headteacher, Chair of Governors / Deputy. Water stopcock under sink in kitchen, fuse box in cupboard next to Headteacher's office.</p>
Plan how critical services and activities will be maintained or recovered, using the prepared business continuity Action Cards. (See page 7)	If none of the prepared business continuity Action Cards are appropriate the CIMT will need to create actions on the day.
Agree with CIMT and stakeholders date/times of future updates, meetings, progress reviews and communications.	Commonly known as the "battle rhythm".

ACTION CARDS

Included here are prototype Action Cards for specific disruptions. They should be completed, extended and added to as required.

Action Card for a loss or shortage of staff	Further Information (e.g. Key contacts, details of arrangements, checklists)
Scale down and/or suspend non-critical activities and focus on critical activities.	See page 3
Use of temporary staff from an external source, e.g. Supply Teacher Agencies, internal supply, other schools.	
Redeployment of staff from less critical services/activities to more critical ones	May require multi-skilling to ensure staff members are capable of undertaking different roles. Two HLTAs are able to run classes on a temporary basis.
Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> • Larger class sizes (subject to adult and child ratios) • Use of Teaching Assistants, Student Teachers etc. • Deploy school's Remote Learning Programme • Pre-prepared educational materials that allow for independent learning 	It is advisable to maintain lists of minimum staff numbers for critical services/activities, e.g. teachers, teaching assistants, technicians, invigilators, SEN support staff, admin' staff.
Using mutual support agreements with other schools.	
<p>Note – during staff redeployment, thought should be given to the level of skills, knowledge and qualifications that will be required, including the need for DBS checks.</p> <p>If in redeploying staff a degree of risk is incurred, actions should be taken to mitigate that risk (e.g. briefing, buddying up, work instructions, supervision).</p>	
Changes to working conditions, e.g. staff working longer hours, part-time staff working full time, etc.	Ensure staff management issues are considered, i.e. working time directive, job description flexibility and contractual requirements etc.
<p>Note – if the cause of staff loss is Flu Pandemic, there will be further advice and guidance from SCC, e.g. on infection control, antivirals, persons at risk, School closure, vaccination etc.</p>	

Action Card for a loss of premises or loss of utilities	Further Information (e.g. Key contacts, details of arrangements, checklists)
If the loss of premises is partial, scale down and/or suspend non-critical activities and focus on critical activities redeployed to premises still in operation.	See page 3 Possibility to have some pupils in School a.m., some p.m. Safety is the key consideration.
Relocation options may include:	Focus School, Stoke by Nayland Campus, Thomas Gainsborough School, Saint Mary's Church, Village Hall, fellow pyramid member schools, other MAT member schools.
Using mutual support agreements with other schools.	
Hire in temporary quick-assemble accommodation, e.g. porta cabins. MAT Buildings Officer.	Daniel Jones and Playing Fields Committee.
Also be mindful of: <ul style="list-style-type: none"> • Public access requirements • Special (e.g. wheelchair) access requirements 	P,H&S Governors.
Deploy school's prepared Remote Learning Programme, e.g. Mathematics	Type / quantity of RLP materials. Nationally or locally available. Timetable for delivery of RLP. Parent / pupil communications.
Continue / scale down planned off-site activities e.g. swimming, physical activities, school trips.	

Action Card for loss of ICT/Data	Further Information (e.g. Key contacts, details of arrangements, checklists)
Assess the impact on all services/activities, e.g. teaching operations and school administration.	See page 3
Recover secure offsite electronic back-ups of key school data from RBUSS (Office computers)	SIMS is backed-up by RBUSS service by SCC ICT each day, supported by Schools Choice (see below)
Key IT contacts:	<p>Contact Schools' Choice IT support on Tel: 01473 265555 who provide RBUSS back up</p> <p>ICT Technician, Luke Frost 07796988739 would also be able to arrange for the loan or sale of IT equipment in the case of an emergency and be able to assist with the retrieval of data.</p> <p>The school could also call on CPW Computing Ltd for support - Elliott Sheppard, 01449 723 650</p>
Revert to paper-based systems e.g. paper registers, whiteboards etc. Recover photocopies of data stored on and off site.	
Teachers to modify lesson plans.	Web-based teaching if access available or as circumstances dictate.
Power loss - Uninterruptible Power Supply should allow the controlled closure of all ICT by staff	
Telephone loss – set up a temporary network of mobile phones. Contact land-line provider to redirect phone calls to alternative mobile phone.	
Theft of ICT equipment	Equipment is password protected and changed regularly, data is stored on the cloud, including policies on Governor Hub and Assessment Data on Target Tracker so this is easily accessed.

Appendix 1. Critical Incident Log

The key requirement is to record events, decisions, communications and expenditure.

Date & Time	Description of What Has Happened	Action to be Taken as a Result	Responsible Person

Appendix 2. External Contact List

Organisation	Name (if possible)	Contact Details
MAT Buildings Officer	Daniel Jones	01473 298532 01473 298500 Reception 07920 050407 daniel.jones@cofesuffolk.org
SCC Academisation, infrastructure and school closure	Pete Mumford	01473 260767
Health and Safety Advisor	Nina Bickerton	01473 260399
SCC (School Transport)		0345 606 6171 01473 264759
Catering	Heather Robinson	07714681496
Cleaning	Vertas, Jamie McLaughlin Sharon	07917 492006 Jamie.laughlin@ vertas.co.uk
Building Maintenance	SCC Property Advisor Barry Green	01284 758680 / Mob: 07562 167813 Barry.green@vertas.co.uk
Power (supplier)	EdF Tim Clemons (Vertas)	energyservices@vertas.co.uk
Power (UKpowernetworks)	As above, Tim Clemons	
Phone provider	BT	0800 800 154
Gas	Calor Gas	0345 609 6202 (orders)
Anglian Water		0345 791 9155
Staff Agency	4MySchools, Syvonne Wilson	01245 353 808
ICT Support	Luke Frost CPW Computing Ltd ICT Services SCC (Office computers)	07796 988739 / 01473 823175 luke@frost.la 01449 723 650 elliott@cpwc.co.uk 01473 265555
Power Generator Provider	Daniel Jones	01473 298532 01473 298500 Reception 07920 050407 daniel.jones@cofesuffolk.org
Other suppliers and providers as appropriate		
Data Protection Service Lead	Sarah Ingram	01473 944579 Sarah.ingram@schoolschoice.org

If the Incident involves theft of ICT equipment, a potential data breach or suspected fraud, the school must report to the Data Protection Officer promptly.

Appendix 3 Suggested Roles and Responsibilities

3.1 School Critical Incident Management Team

Role	Responsibilities	Accountability / Authority
Headteacher	<ul style="list-style-type: none"> ▪ Senior responsible owner of Critical incident and 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 Headteacher has overall responsibility for day-to-day management of the school, including lead decision-maker in times of crisis.
Business Continuity Coordinator	<ul style="list-style-type: none"> ▪ Critical incident and 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 Critical incidents/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 School Incident Management Team. (To be appointed)
School Critical Incident Management Team <i>(Including Business Continuity Coordinator and Headteacher)</i>	<ul style="list-style-type: none"> ▪ Leading the school's initial and on-going response to an incident ▪ Declaring that an 'incident' is taking place ▪ Activating the Critical incident and Business Continuity Plan ▪ Notifying relevant stakeholders of the incident, plan activation and on-going response actions ▪ Providing direction and leadership for the whole school community ▪ Undertaking response and communication actions as agreed in the plan 	The school Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

	<ul style="list-style-type: none"> ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Managing resource deployment ▪ Welfare of Pupils ▪ Staff welfare and employment issues 	
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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 Record Keeper)	<ul style="list-style-type: none"> ▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately 	Reporting directly to the Headteacher or school Incident Management Team.
Media Coordinator	<ul style="list-style-type: none"> ▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with the MAT and Suffolk County 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	<ul style="list-style-type: none"> ▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all): <ul style="list-style-type: none"> ○ Governors ○ Parents/Carers/carers ○ Key Suffolk Council Services ○ School Transport Providers ○ External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc. 	The school Incident Management Team should agree all communications and activities in consultation with the MAT. The Headteacher should approve information sharing, (or the School Incident Management Team if the Headteacher is unavailable).
Facilities Manager	<ul style="list-style-type: none"> ▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the school Incident Management Team 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 / liaising directly with the Headteacher or School Incident Management Team. This may be the MAT Buildings Officer.
ICT Coordinator	<ul style="list-style-type: none"> ▪ Ensuring the resilience of the school's ICT infrastructure 	ICT Coordinator reports directly to the Business

	<ul style="list-style-type: none"> ▪ Liaison with Suffolk County Council ICT support or external providers (if applicable) ▪ Work with the Critical Incident and Business Continuity Coordinator to develop proportionate risk responses 	<p>Continuity Coordinator for plan development issues.</p> <p>In response to an incident, reporting to the school Critical Incident Management Team.</p>
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Appendix 5. Emergency Box or Grab Bag (Optional), suggested contents.

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.
	invoices, purchase orders, etc.
	Financial procedures
	Assets Register and Insurance Policy
Staff Information	Staff contact details
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes
	Office telephone list (for phone divert)
	Back-up rota and data restoration routine
Equipment and other items	First Aid Kit
	Local 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	

