



# **Business Continuity Policy**

Reviewed by Resources Committee 8 February 16

Adopted by Chair's Action 2 March 16

Next review: February 2017

# Table of Contents

Section	Content	Page No.
<b>1.0</b>	<b>About this Plan</b>	
1.1	Document Control	
1.2	Plan Purpose	
1.3	Plan Remit	
1.4	Plan Owner	
1.5	Plan Distribution	
1.6	Plan Storage	
1.7	Plan Review Schedule	
<b>2.0</b>	<b>Plan Activation</b>	
2.1	Circumstances	
2.2	Responsibility for Plan Activation	
2.3	Escalating a Serious Incident to the Council	
2.4	Activation Process	
<b>3.0</b>	<b>Roles and Responsibilities</b>	
3.1	School Incident Management Team	
3.2	Additional Response and Recovery Roles	
3.3	The Role of Governors	
<b>4.0</b>	<b>Incident Management</b>	
4.1	Purpose of the Incident Management Phase	
4.2	Incident Management Actions	
<b>5.0</b>	<b>Business Continuity</b>	
5.1	Purpose of the Business Continuity Phase	
5.2	Business Continuity Actions	
5.3	Business Continuity Strategies	
<b>6.0</b>	<b>Recovery and Resumption</b>	
6.1	Purpose of the Recovery and Resumption Phase	
6.2	Recovery and Resumption Actions	
<b>7.0</b>	<b>Appendices</b>	
A	Log Template	
B	Impact Assessment Form	
C	Lost Property Form	
D	Financial Expenditure Log	
E	Contents of Emergency Box / 'Grab bag'	
F	Risk Identification, Evaluation and Management Matrix	
G	Incident Management Decision-Making Tool	
H	Staff Contact List	
I	Key Contacts List	

# 1.0 About this Plan

## 1.1 Document Control

Date	Revision/Amendment Details & Reason	Author
1 <sup>st</sup> Feb 2015	First publication	O.Meyrick
2 <sup>nd</sup> March	Revision PP: Mark Middleton	J Fraser

## 1.2 Plan Purpose

To provide a flexible response so that FWSS can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

## 1.3 Plan Remit

The following are covered by this Plan:

- The maintenance of Teaching, school administration and catering, College Park, QE2 and the Outreach and Training provisions are covered by this plan:

## 1.4 Plan Owner

Olivia Meyrick is this Plan's Owner and responsible for ensuring that it is maintained, exercised and updated in accordance with School Policy for reviewing business continuity and emergency response plans.

## 1.5 Plan Distribution

This Business Continuity Plan is distributed as follows and form the Federation Incident Management Team

NAME	ROLE	ISSUE DATE	PLAN REF NO
Jackie Brathwaite	Head of School CPS	Feb 2015	1
Antony Clements	Head of School QE2	Feb 2015	1
Aileen Thomas	Manger of Outreach and Training	Feb 2015	1
June Simson	Chair of Governors	Feb 2015	1
Jamie Fraser	Federation Facilities manager	Feb 2015	1
Mark Middleton	Federation Business Manager	Feb 2015	1
Olivia Meyrick	Executive Head teacher	Feb 2015	1

## **1.6 Plan Storage**

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

Most of the information in this plan is also available within each schools own Emergency Action Plans kept in the same place as this plan and the information will not be replicated within both as both would be taken together in any circumstances requiring the information

## **1.7 Plan Review Schedule**

This Plan will be updated as required and formally reviewed in line with the School's review timetable, In this case annually at resources Committee in Spring Term

## 2.0 Plan Activation

### 2.1 Circumstances

This Plan will be activated in response to an incident causing significant disruption to the School, particularly the delivery of key/critical activities.

Examples of circumstances triggering activation of this Plan include:

- Loss of key staff or skills e.g. above normal levels of absenteeism due to illness or other scenarios such as severe weather, transport disruption
- Loss of critical systems e.g. ICT failure, power outage
- Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency with the School in the Emergency Service's cordon preventing access, School facilities in use for General/Local Elections, severe weather scenarios or utilities failure
- Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical school activity such as your catering provider or any providers of transport for our pupils

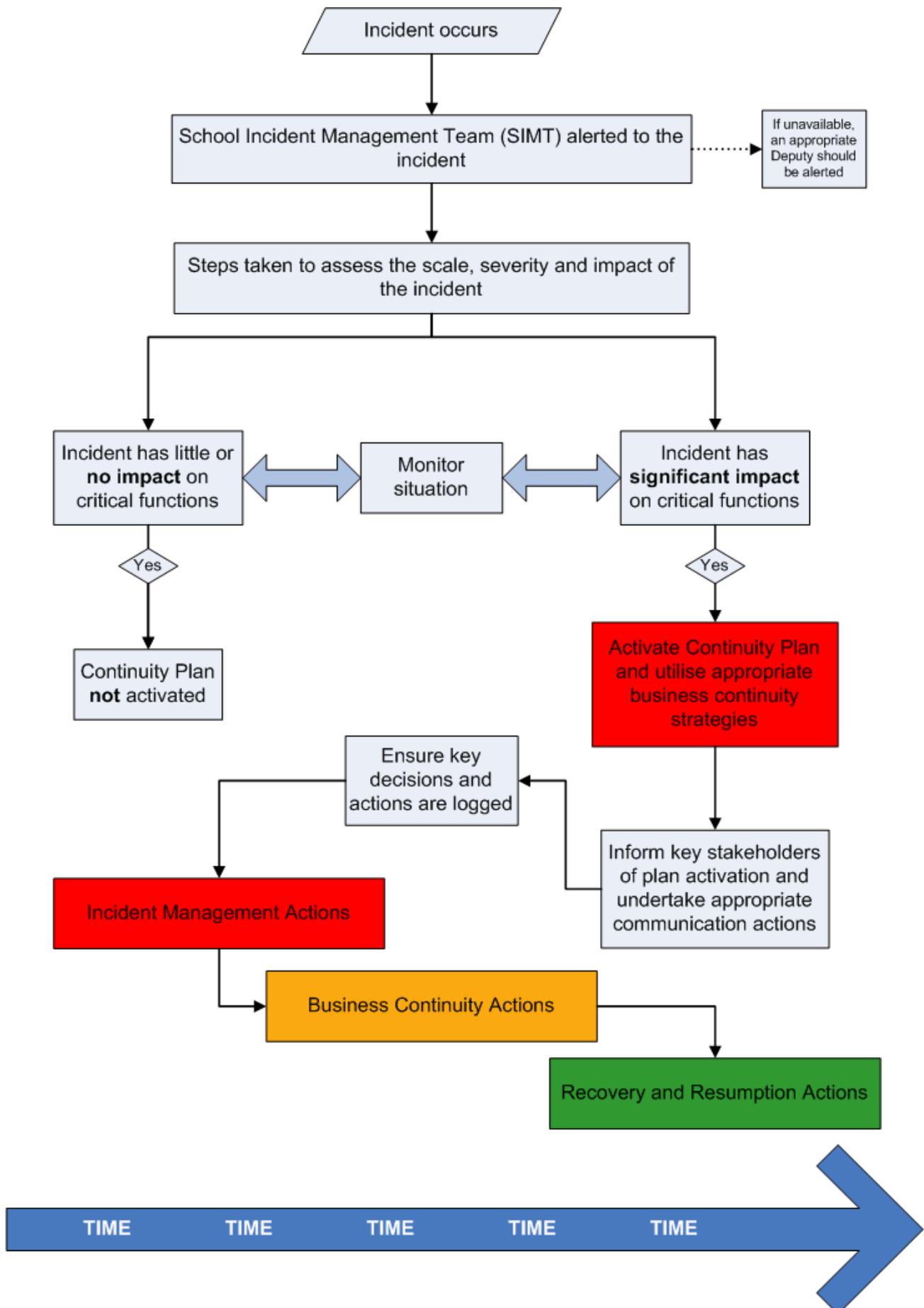
### 2.2 Responsibility for Plan Activation

A member of the nominated **School Incident Management Team**<sup>1</sup> will normally activate and stand down this Plan.

### 2.3 Escalating a Serious Incident

All serious incidents should be reported to Management at Kensington Town Hall on the Helpline Number: 020 7361 3000. If the incident is deemed to be of a 'critical' nature, the Critical Incident Plan will be activated and other Council Services notified to respond as appropriate.

## 2.4 Activation Process



## 3.0 Roles and Responsibilities

### 3.1 School Incident Management Team

Role	Responsibilities	Accountability / Authority
Executive Headteacher or Headteacher of relevant school	<ul style="list-style-type: none"> <li>▪ Senior responsible owner of Business Continuity Management in the School</li> <li>▪ Ensuring the School has capacity within it's structure to respond to incidents</li> <li>▪ Determining the School's overall response and recovery strategy</li> </ul>	The Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis.
Business Continuity Coordinator  Federation Facilities manager	<ul style="list-style-type: none"> <li>▪ Business Continuity Plan development</li> <li>▪ Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc</li> <li>▪ Involving the School community in the planning process as appropriate</li> <li>▪ Plan testing and exercise</li> <li>▪ Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved</li> <li>▪ Training staff within the School on Business Continuity</li> <li>▪ Embedding a culture of resilience within the School, involving stakeholders as required</li> </ul>	Business Continuity Co-ordinator reports directly into the Headteacher and will usually be a member of the School Incident Management Team.
School Incident Management Team <i>(including Business Continuity Coordinator and Headteacher)</i>	<ul style="list-style-type: none"> <li>▪ Leading the School's initial and ongoing response to an incident</li> <li>▪ Declaring that an 'incident' is taking place</li> <li>▪ Activating the Business Continuity Plan</li> <li>▪ Notifying relevant stakeholders of the incident, plan activation and ongoing response actions</li> <li>▪ Providing direction and leadership for the whole School community</li> <li>▪ Undertaking response and communication actions as agreed in the plan</li> <li>▪ Prioritising the recovery of key activities disrupted by the incident</li> <li>▪ Managing resource deployment</li> <li>▪ Welfare of Pupils</li> <li>▪ Staff welfare and employment issues</li> </ul>	Any member of the School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

The following Staff have been identified as the School's Incident Management Team:

Olivia Meyrick Executive Head teacher  
 Antony Clement Head of School  
 Jackie Brathwaite Head of School  
 Aileen Thomas Manager of Outreach and Training  
 Jamie Fraser, Federation Facilities Manager  
 Mark Middleton Federation Business Manager  
 June Simson Chair of Governors

### 3.2 Additional Response and Recovery Roles

Depending on the circumstances of the incident, it may be necessary to activate one or all of the roles described below.

Role	Responsibilities	Accountability / Authority
Incident Loggist (record keeper)	<ul style="list-style-type: none"> <li>▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately</li> </ul>	Reporting directly to the Headteacher or School Incident Management Team.
Media Coordinator	<ul style="list-style-type: none"> <li>▪ Collating information about the incident for dissemination in Press Statements</li> <li>▪ Liaison with Childrens services Press Office to inform media strategy</li> </ul>	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"> <li>▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all):                             <ul style="list-style-type: none"> <li>○ Governors</li> <li>○ Parents/Carers/carers</li> <li>○ Key Council Services</li> <li>○ School Transport Providers</li> <li>○ External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc</li> </ul> </li> </ul>	All communications activities should be agreed by the School Incident Management Team. Information sharing should be approved by the Headteacher (or School Incident Management Team if the Headteacher is unavailable).
Facilities Manager	<ul style="list-style-type: none"> <li>▪ Undertaking duties as necessary to ensure site security and safety in an incident</li> <li>▪ Liaison with the School Incident Management to advise on any issues relating to the school physical infrastructure</li> <li>▪ Lead point of contact for any Contractors who may be involved in</li> </ul>	Reporting directly to the Headteacher or School Incident Management Team.

	incident response	
ICT lead	<ul style="list-style-type: none"> <li>▪ Ensuring the resilience of the School's ICT infrastructure</li> <li>▪ Liaison with 3BM ICT support or external providers (if applicable)</li> <li>▪ Work with the Business Continuity Coordinator to develop proportionate risk responses</li> </ul>	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the School Incident Management Team.
Recovery Coordinator	<ul style="list-style-type: none"> <li>▪ Leading and reporting on the School's recovery process</li> <li>▪ Identifying lessons as a result of the incident</li> <li>▪ Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development</li> </ul>	Is likely to already be a member of the School Incident Management Team, however will remain focussed on leading the recovery and resumption phase. Reports directly to Headteacher.

The following School staff have been identified as people who may be able to undertake additional roles in your response to an incident:

Claire Shepherd Deputy head

Pamela Murphy Deputy head

### 3.3 The Role of Governors

Role	Responsibilities	Accountability / Authority
Board of Governors	<ul style="list-style-type: none"> <li>▪ Working in partnership with the Headteacher to provide strategic direction in planning for and responding to disruptive incidents</li> <li>▪ Undertaking actions as required to support the School's response to a disruptive incident and subsequent recovery</li> <li>▪ Acting as a 'critical friend' to ensure that the School Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable</li> <li>▪ Monitoring and evaluating overall performance in developing School Resilience and reporting to Parents/Carers</li> </ul>	<p>Liaison with the Headteacher or School Incident Management Team in response to a crisis.</p> <p>Reporting progress in developing Business Continuity Plans to Parents/Carers</p>

## 4.0 Incident Management

Turn immediately to Section 5.0 for pre-planned incidents or slowly developing scenarios that are not 'no notice' emergencies but have the potential to disrupt School activities e.g. computer virus, flu pandemics, a pre - planned strike, forecast for heavy snow or a power outage etc

### 4.1 Purpose of the Incident Management Phase

The purpose and priorities for this phase are to:

- Protect the safety and welfare of pupils, staff, visitors and the wider community
- Protect vital assets e.g. equipment, data, reputation
- Ensure urgent and necessary communication takes place
- Support the Business Continuity phase
- Support the Recovery and Resumption phase

### 4.2 Incident Management Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	Make a <i>quick</i> initial assessment: <ul style="list-style-type: none"> <li>▪ Survey the scene</li> <li>▪ Assess (i.e. scale/severity, duration &amp; impact)</li> <li>▪ Disseminate information (to others)</li> </ul>	Gather and share information to facilitate decision-making and enhance the response  <i>A full impact assessment form can be found in Appendix A</i>	<input type="checkbox"/>
2.	Call the Emergency Services (as appropriate)	<b>TEL: 999</b> Provide as much information about the incident as possible	<input type="checkbox"/>
3.	<ul style="list-style-type: none"> <li>▪ Evacuate the School building, if necessary.</li> <li>▪ Consider whether it may be safer or better for the welfare of pupils to stay within the School premises and congregate at a relative place of safety indoors.</li> <li>▪ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical School activities</li> <li>▪ Notify relevant stakeholders of site evacuation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use normal fire evacuation procedures for the School</li> <li>▪ Consider arrangements for staff/pupils with special needs</li> <li>▪ If the decision is to stay within the School, ensure the assembly point is safe and take advice from Emergency Services as appropriate</li> </ul>	<input type="checkbox"/>

	<b>ACTION</b>	<b>FUTHER INFO/DETAILS</b>	<b>ACTIONED? (tick/cross as appropriate)</b>
4.	Ensure all Pupils, Staff and any School Visitors report to the identified Assembly Point.	The normal <b>Assembly point</b> for the School is Outside in school playgrounds	<input type="checkbox"/>
5.	Check that all Pupils, Staff, Contractors and any Visitors have been evacuated from the building and are present. Consider the safety of all pupils, staff, contactors and Visitors as a priority	Check all registers of staff students and visitors	<input type="checkbox"/>
6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	<input type="checkbox"/>
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	<input type="checkbox"/>
8.	Identify School Incident Management Team to undertake specific emergency response roles	<i>Information on roles and responsibilities can be found in Section 3.0</i>	<input type="checkbox"/>
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	<i>The Log template can be found in Appendix A</i>	<input type="checkbox"/>
10.	Where appropriate, record names and details of any staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping	This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident	<input type="checkbox"/>
11.	<ul style="list-style-type: none"> <li>▪ Take further steps to assess the impact of the incident</li> <li>▪ Agree response / next steps</li> </ul>	Continue to record key decisions and actions in the incident log <i>The impact assessment form can be found in Appendix B.</i>	<input type="checkbox"/>
12.	Log details of all items lost by Pupils, Staff, Visitors etc as a result of the incident, if appropriate	<i>A form for recording this information is in Appendix C</i>	<input type="checkbox"/>

	<b>ACTION</b>	<b>FUTHER INFO/DETAILS</b>	<b>ACTIONED? (tick/cross as appropriate)</b>
13.	Consider the involvement of other Teams, Services or Organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance	Depending on the incident, the following Teams in Children's Services may be approached to assist with incident management: <ul style="list-style-type: none"> <li>▪ Health and safety for Schools</li> <li>▪ Education Psychology Service</li> <li>▪ Inform other sites within the Federation that some support may be needed</li> </ul>	<input type="checkbox"/>
14.	If appropriate, arrange contact with the Council Press Office via Kensington Town Hall	Establish a media area if necessary.	
15.	Assess the key priorities for the remainder of the working day and take relevant action	Consider actions to ensure the health, safety and well-being of the School community at all times.  Meet as Federation Incident management Team and decide whether transfer to other site is necessary Consider your business continuity strategies i.e. alternative ways of working, re-location to your recovery site etc to ensure the impact of the disruption is minimised. <i>Business Continuity Strategies are documented in Section 5.3</i>  Consider the School's legal duty to provide free school meals and how this will be facilitated, even in the event of emergency school closure.	<input type="checkbox"/>
16.	Ensure Staff are kept informed about what is required of them	Consider: <ul style="list-style-type: none"> <li>▪ what actions are required</li> <li>▪ where staff will be located</li> <li>▪ Notifying Staff who are not currently in work with details of the incident and actions undertaken in response</li> </ul>	<input type="checkbox"/>

	<b>ACTION</b>	<b>FUTHER INFO/DETAILS</b>	<b>ACTIONED? (tick/cross as appropriate)</b>
17.	Ensure Pupils are kept informed as appropriate to the circumstances of the incident	Consider communication strategies and additional support for pupils with communication difficulties. Consider the notification of pupils not currently in School. Gather school together to keep informed	<input type="checkbox"/>
18.	Ensure Parents/Carers are kept informed as appropriate to the circumstances of the incident. Parents/carers of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date.	Agree arrangements for parents/carers collecting pupils at an appropriate time Consider how emergency communication needs will be established e.g. phone lines, answer machine message, website update	<input type="checkbox"/>
19.	Ensure Governors are kept informed as appropriate to the circumstances of the incident	Inform Chair of Governors and Clerk to Governors to inform other Governors	<input type="checkbox"/>
20.	Consider the wider notification process and the key messages to communicate	Local Radios may be useful in broadcasting key messages	<input type="checkbox"/>
21.	Communicate the interim arrangements for delivery of critical School activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate Ensure that web site is kept updated with relevant information and texts to families of students	<input type="checkbox"/>
22.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident <i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
23.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance Policy details can be found at Westminster City Hall	<input type="checkbox"/>
24.	Ensure recording process in place for staff/pupils leaving the site	Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required	<input type="checkbox"/>

# 5.0 Business Continuity

## 5.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption. This may involve activation one or more of your business continuity strategies to enable alternative ways of working. During an incident it is unlikely that you will have all of your resources available to you, it is therefore likely that some 'non critical' activities may need to be suspended at this time.

## 5.2 Business Continuity Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? <i>(tick/cross as appropriate)</i>
1.	Identify any other stakeholders required to be involved in the Business Continuity response	Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities, this may require the involvement of external partners	<input type="checkbox"/>
2.	Evaluate the impact of the incident	Take time to understand the impact of the incident on 'business as usual' School activities by communicating with key stakeholders to gather information. The Incident management Team will Consider the following questions: <ul style="list-style-type: none"> <li>▪ Which School activities are disrupted?</li> <li>▪ What is the impact over time if these activities do not continue?</li> <li>▪ Would the impact be:               <ul style="list-style-type: none"> <li>○ Manageable? <input type="checkbox"/></li> <li>○ Disruptive? <input type="checkbox"/></li> <li>○ Critical? <input type="checkbox"/></li> <li>○ Disastrous? <input type="checkbox"/></li> </ul> </li> <li>▪ What are current staffing levels?</li> <li>▪ Are there any key milestones or critical activity deadlines approaching?</li> <li>▪ What are your recovery time objectives?</li> <li>▪ What resources are required to recover critical activities?</li> </ul>	<input type="checkbox"/>

	<b>ACTION</b>	<b>FUTHER INFO/DETAILS</b>	<b>ACTIONED? (tick/cross as appropriate)</b>
3.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3)	Consider: <ul style="list-style-type: none"> <li>▪ Immediate priorities</li> <li>▪ Communication strategies</li> <li>▪ Deployment of resources</li> <li>▪ Finance</li> <li>▪ Monitoring the situation</li> <li>▪ Reporting</li> <li>▪ Stakeholder engagement</li> </ul> Produce an action plan for this phase of response.	<input type="checkbox"/>
4.	Log <b>all</b> decisions and actions, including what you decide <b>not</b> to do and include your decision making rationale	Use the Decision and Action Log to do this. <i>The log template can be found in Appendix A</i>	<input type="checkbox"/>
5.	Log all financial expenditure incurred	<i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
6.	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	<input type="checkbox"/>
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	<input type="checkbox"/>
8.	Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Parents/Carers, Governors, Suppliers, Local Authority, Central Government Agencies etc.	<input type="checkbox"/>

### 5.3 Business Continuity Strategies

**In the event of having to transfer school provision to the other school site the following will be considered by the Incident Management Team**

	<b>Arrangements to manage a loss or shortage of Staff or skills</b>	<b>Further Information</b> (e.g. Key contacts, details of arrangements, checklists)
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	Supply Agency contact details held at both schools
2.	Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities, this may involve identifying deputies, job shadowing,	

	succession planning and handover periods for planned (already known) staff absence e.g. maternity leave	
3.	Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> <li>• Larger class sizes (subject to adult and child ratios)</li> <li>• Use of Teaching Assistants, Student Teachers, Learning Mentors etc</li> <li>• Team activities and sports to accommodate larger numbers of pupils at once</li> </ul>	
4.	Suspending 'non critical' activities and focusing on your priorities	
5.	Using mutual support agreements with other Schools	
6.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	

<b>Arrangements to manage denial of access to your premises or loss of utilities</b>		<b>Further Information</b> (e.g. Key contacts, details of arrangements, checklists)
1.	Using mutual support agreements with other Schools	
2.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises	
3.	Use of other Federation Sites	
4.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the School premises portfolio	
5.	Off-site activities e.g. swimming, physical activities, school trips	

<b>Arrangements to manage loss of technology / telephony / data / power</b>		<b>Further Information</b> (e.g. Key contacts, details of arrangements, checklists)
1.	Back-ups of key school data e.g. CD or Memory Stick back-ups, photocopies stored on and off site, mirrored servers etc	
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc	
3.	Flexible lesson plans	
4.	Emergency generator e.g. Uninterruptible Power Supply (UPS)	
5.	Emergency lighting	

## 6.0 Recovery and Resumption

### 6.1 Purpose of the Recovery and Resumption Phase

The purpose of the recovery and resumption phase is to resume 'business as usual' working practises for the School as quickly as possible. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. from a different location.

### 6.2 Recovery and Resumption Actions

	<b>ACTION</b>	<b>FUTHER INFO/DETAILS</b>	<b>ACTIONED? (tick/cross as appropriate)</b>
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.	Respond to any ongoing and long term support needs of Staff and Pupils	Depending on the nature of the incident, the School Incident Management Team may need to consider the use of Counselling Services	<input type="checkbox"/>
3.	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. Communicate with staff, families and school stakeholders through use of website and text messages	<input type="checkbox"/>
4.	Carry out a 'debrief' of the incident with Staff (and possibly with Pupils). Complete a report to document opportunities for improvement and any lessons identified	The incident de-brief report should be reviewed by all members of the School Incident Management Team and in particular by the Business Continuity Coordinator to ensure key actions resulting from the incident are implemented within designated timescales. Governors may also have a role in monitoring progress in completing agreed actions to further develop the resilience of the School.	<input type="checkbox"/>
5.	Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan is read by all members of the Business Continuity Team	<input type="checkbox"/>

## Log of Events, Decisions and Actions

### 7.0 Appendices

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

Completed by		Sheet Number	
Incident		Date	
Time	Log Details		
<b>24hr clock</b>			

Impact Assessment Form			
<b>Completed By</b>		<b>Incident</b>	
<b>Date</b>		<b>Time</b>	

Question	Logged Response	
How were you made aware of the incident?		
What is the nature of the incident? (e.g. type, location & severity)		
Are there any staff or pupil casualties or fatalities? (Complete casualty / fatality sheets if needed)		
Have the Emergency Services been called?		
Is the incident currently affecting School activities? If so, which areas?		
What is the estimated duration of the incident?		
What is the actual or threatened loss of workforce?	Over 50%	<input type="checkbox"/>
	20 – 50%	<input type="checkbox"/>
	1 – 20%	<input type="checkbox"/>
Has access to the whole site been denied? If so, for how long? (provide estimate if not known)		
Which work areas have been destroyed, damaged or made unusable?		
Is there evidence of structural damage?		
Which work areas are inaccessible but intact?		

Appendix B

Question	Logged Response
Are systems and other resources unavailable? (include computer systems, telecoms, other assets)	
If so, which staff are affected by the ICT disruption and how?	
Have any utilities (gas, electricity or water) been affected?	
Is there media interest in the incident? (likely or actual)	
Does the incident have the potential to damage the School's reputation?	
Other Relevant Information	





## CONTENTS OF EMERGENCY BOX / 'GRAB BAG'

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc
Organisational Information	Staff Handbook (policies and procedures)
	School branding material and stationery
	School logo
	Other key documents
Financial Information	Bank, insurance details, Payroll etc
	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
	London A – Z map
	Portable radio (plus spare batteries)
	Wind up LED torch
	Back-up tapes
	Laptop with wireless connection
	Pay-as-you-go mobile phone and battery powered mobile phone charger
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Disposable camera with film
	Hazard barrier tape
	Emergency cash, a cheque book or spare credit card
	Contact details for taxi / transport providers
	School Floor Plans
	Spare keys
	Whistle / megaphones
High visibility jacket	

## IDENTIFYING, EVALUATING AND MANAGING RISKS

### GUIDANCE FOR COMPLETING THE RISK MATRIX:

LEGEND	
<b>I</b>	<b>Impact</b>
<b>P</b>	<b>Probability</b>
<b>I x P</b>	<b>Risk Rating</b>

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

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

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

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

### Example School Risk Assessment (partially complete)

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.	Pandemic or epidemic e.g. influenza virus, meningitis	4	3	12	<ul style="list-style-type: none"> <li>Staff absenteeism policy</li> <li>Use of Supply Teachers</li> </ul>	Pre-prepared Teaching packs for Virtual Learning Environment	Ms R Controller
2.	Severe weather events e.g. high winds, snow, heat wave, drought						
3.	Power outage						
4.	Utilities disruption e.g. gas, electricity or water supply						
5.	Telephony failure						
6.	Fire affecting the School premises						
7.	Widespread or localised flooding						

	<b>Risk Description</b>	<b>I</b>	<b>P</b>	<b>Risk Rating</b>	<b>Risk Control(s)</b>	<b>Additional Controls Required (if any)</b>	<b>Lead for Risk Control Activities</b>
<b>8.</b>	Mass staff absence e.g. industrial strikes, lottery syndicate						
<b>9.</b>	Transport disruption						
<b>10.</b>	Violent extremist activity on School premises						
<b>11.</b>	Local hazards in the area e.g. School proximity to airport, railway line, tram line, motorways, industrial sites etc						
<b>12.</b>							
<b>13.</b>							
<b>14.</b>							
<b>15.</b>							



## STAFF CONTACT LIST

NB: This page is intentionally left blank all contact information under key contact list

Name	Role	Contact Details
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:
[Insert]	[Insert]	Mobile Number: Email Address: Out of Hours Contact Number: Home Address:

# KEY CONTACTS LIST

Please add/amend/delete and complete numbers as appropriate

CONTACT	TELEPHONE NUMBER
<b>School Contacts</b>	
Head teacher -College Park School	07984 005032
Head teacher-QE2 School	07471 035928
Premises Manager-College Park	07956 665927
Premises Manager-QE2 School	07725577513
FM-Manager- QE2/College Park	07880191333
Chair of Governors	020 8690 8942
Vice Chair of Governors	07901 711290
Business Manager	07803456955
<b>Key Local Authority Contacts</b>	
<b>Director of Children's Services</b>	0207 361 3300
<b>Westminster Health &amp; Safety</b>	020 7641 2368
<b>Council Emergency Planning Section</b>	020 7641 3637
<b>Education Psychologist</b>	07931 715918
<b>Education Welfare Officer</b>	020 7641 7293
<b>Other Local Authority Contacts</b>	
<b>Human Resources</b>	0207 641 2882
<b>Occupational Health</b>	0207 641 1963
<b>School Management Support</b>	07739315424
<b>Corporate Communications</b>	0207 641 2354
<b>School Transport</b>	0208 447 1980 0208 937 6767
<b>Other Local Contacts</b>	
Police	999 or 911 (for general enquiries)
Police – your local station/community officer	
Fire & Rescue Services	999 or 911
Hospital – your nearest A&E	
Your Local Church or Religious Centre	
Local BBC Radio	
Other Local Radio	
NHS – your local clinic	
Primary Care Trust –	
Health Protection Agency	
Meningitis freephone number	080 8800 3344
<b>Other Useful Contacts</b>	

Foreign Office	020 7270 1500