



PENTREBANE PRIMARY SCHOOL

BUSINESS CONTINUITY PLAN

(March 2024)



**PENTREBANE PRIMARY SCHOOL
BUSINESS CONTINUITY PLAN
(December 2022)**

1. Aims and objectives

The aim of the emergency response plan and this business continuity plan is to mitigate the effects of any emergency situation on the school, staff and pupils and provide a flexible framework to manage the response to any school disruption or emergency, maintain critical activities and recover from the incident quickly and efficiently.

The supporting objectives are to:

- Prevent/minimise the loss of life, injury and ill health to pupils and staff;
- Alert and work with relevant parties as necessary to provide guidance and reassurance;
- Manage the situation until the relevant support arrives;
- Minimise disruption to the normal routine of staff and pupils;
- Ensure appropriate working with the media; and
- Support staff, pupils, parents/carers in the aftermath of the incident.

Hard copies of the plan are held on the school site at the following locations:

- Headteacher's office
- Admin office

Copies of the plan have been issued to relevant staff and are held securely, electronically:

- Teams (Office 365 cloud)
- RAMIS (Local Authority System)

Staff are informed of the contents of the Emergency Response Plan and relevant updates via:

- Staff Inset sessions
- Health and Safety Committee of the Governing Body

2. The School Emergency Response Team:

Plan Activation - Circumstances:

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:

- Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, pandemic, emergency response duties, or people leaving the organisation.
- Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption or third party supplier disruption.
- 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.
- Loss of a key resource such as an external supplier or partner vital to the delivery of a key service or activity.

Headteacher	Mrs E. Prescott
Deputy Headteacher	Miss J. Perry
Senior Leadership	Miss N. Vara Mrs J. Payne Mrs C. Rees
Caretaker	Mr R. Burford
Admin Clerk	Mrs S. Williams
Educational Visits Co-ordinator	Miss J. Perry/ Mrs E. Prescott
First Aiders	Full First Aid: <ul style="list-style-type: none"> ▪ Mrs. A. Bibbings ▪ Mrs. L. Jones ▪ Mrs L. Judd Basic First Aid: <i>See updated list in admin office</i>
Work Experience Co-ordinator	Mrs C. Rees



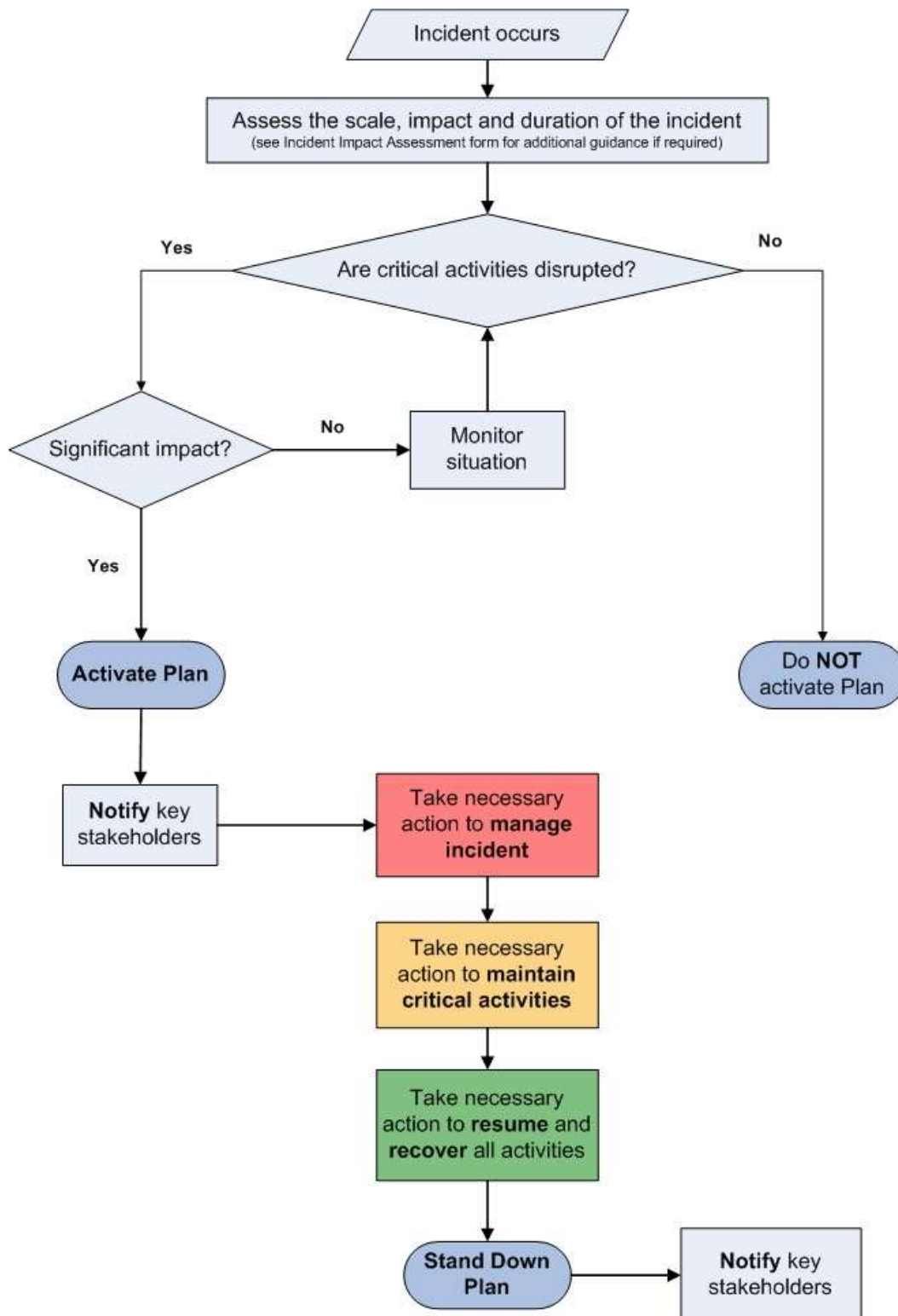
Additional Learning Needs Co-ordinator	Miss. J. Perry
Chair of Governors	Mr. D. Corp
Vice Chair	Mr. D. Evans
Health and Safety Committee of GB	Mrs E. Prescott Mr D. Evans Mrs. Z. Harris

3. Notification Procedures:

Who?	Why? <i>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'.
Governing Body	Responsible for strategic decisions in response to significant incidents.
Local Authority	Provide critical incident support through the help-desk, including coordination of key teams and resources to aid response.
Cardiff City Council Press Officer	Support to develop your media strategy in the event of an incident that has the potential to attract negative media coverage or cause significant reputational damage to the council.
Director of Education	Directs the Council's response to significant incidents affecting the ability of your school to continue providing its services
Corporate Risk and Resilience Team	In the event of a major Business Continuity incident, the team will be available to offer practical advice and support to the school's management team and the Director of Education and Skills.
Stakeholders	If the incident is causing significant disruption, an appropriate message should be released to stakeholders detailing: <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.



4. Plan Activation Process:





5. Individual Roles and Responsibilities

Role	Responsibility	Person(s) Responsible
Incident Manager	<ul style="list-style-type: none"> ▪ Consider the need to alert other colleagues and external agencies; ▪ Establish an Emergency Response Team and allocate roles; ▪ Collate all relevant information relating to the emergency; ▪ Co-ordinate the emergency response strategy, liaising with relevant agencies, e.g. the emergency services, LA, governors as appropriate; ▪ Evacuate buildings/close school as necessary; ▪ Monitor the emergency response; ▪ Provide regular staff/ team briefings; ▪ Authorise any additional expenditure; 	Mrs E. Prescott Headteacher
Deputy Incident Manager	<ul style="list-style-type: none"> ▪ Assists Incident Manager(s); ▪ Co-ordinates and manages staff in Emergency Response Team; ▪ Monitors staff welfare and organises staff roster; 	Miss J. Perry Deputy Headteacher
Parent/ Carer Liaison Officer(s)	<ul style="list-style-type: none"> ▪ Advises parents/ carers and provides information; ▪ Provides point of contact; ▪ Arranges on site co-ordination of visiting parents/ carers; ▪ Maintains regular contact with parents/carers where appropriate; 	Mrs. C. Rees – SLT Miss N. Vara – SLT Mrs. J. Payne – SLT
Administrators	<ul style="list-style-type: none"> ▪ Staff the telephone lines; ▪ Help to collate information; ▪ Relay incoming and outgoing messages by phone, fax, email, etc. in a prompt manner; ▪ Provide admin. support to the Incident Manager and Deputy Incident Manager; ▪ Maintain a log of key events and decisions, including expenses incurred; ▪ Set messages on Twitter, PPA Facebook, Website, Schoop etc. 	Mrs S. Williams – Admin Clerk
Communications Officer/Media Spokesperson	<ul style="list-style-type: none"> ▪ Acts as point of contact for media enquiries; ▪ Works with Council’s Communications Team to prepare media statements/ interviews; ▪ Assist with internal communications; 	Mrs E. Prescott Headteacher Mr. D. Corp – Chair of Governors
Teachers and Teaching Assistants	<ul style="list-style-type: none"> ▪ Maintain supervision; ▪ Ensure the safety and security of pupils; ▪ Provide information and offer reassurance; ▪ Take roll call where necessary ▪ Monitor students’ physical and psychological welfare; 	All Teachers and Teaching Assistants
Facilities Manager	<ul style="list-style-type: none"> ▪ Ensure site security at all times; ▪ Provide information about site facilities/ layout as necessary; ▪ Assist with access/egress to the school; 	Mr. R. Burford
Liaison Officer	<ul style="list-style-type: none"> ▪ Communicate with colleagues at school on regular basis during the incident & receive updates/progress reports; ▪ Relay information to & from LA; 	Mrs E. Prescott Headteacher Miss J. Perry Deputy Headteacher



6. Initial Response

In case of Major Emergency:

The staff member witnessing or first discovering the emergency situation will be responsible for initiating the immediate response to the threat. This may involve:

- Summoning help/ calling emergency services (dial 999)
- Taking charge of the scene until further support arrives
- Securing immediate welfare of students and staff e.g. through shelter or evacuation
- Alerting Headteacher, Deputy Head or most senior member of staff in their absence
- Logging relevant information e.g. location and time of emergency, details of persons involved, summary of events, etc.

EMERGENCY PLANNING RESPONSE CONTACT NUMBERS

ALL RELEVANT INFORMATION IS IN THE EMERGENCY RESPONSE PACK

Once the initial alert has been made, consideration must be given to who else should be informed e.g. school governors, parents/carers etc. It is imperative that contact details are maintained (including out of hours) and are readily accessible.

A cascade system of alerting relevant persons should be considered as this allows information to be distributed quickly by several people.

ALL RELEVANT INFORMATION IS IN THE EMERGENCY RESPONSE PACK

This is also identified in **THE INCLEMENT WEATHER LIST ISSUED TO ALL STAFF**

Dealing with the media

It is very important that the headteacher and staff consult with the Chair of Governors and Local Authority before making statements direct to the media, so that advice and guidance can be given on what to say and more importantly what not to say.

7. Emergency telephone/Mobile phone/Fax/Email /Address list or location where information is held

ALL RELEVANT INFORMATION IS IN THE EMERGENCY RESPONSE PACK

8. Emergency Packs

Contents of Emergency Pack to include:

- *High Visibility vests/ ID badges;*
- *School Emergency Plan;*
- *Pen/Paper/Clipboard/blank log sheets;*
- *Local map;*
- *A4 school plan;*
- *List of essential contact numbers;*
- *Torch;*
- *Whistle;*
- *Small radio receiving AM/FM; and*
- *Spare batteries*
- *Assets Register*

School Emergency Packs are updated and maintained by:

- *SLT (every 6 months with checks conducted logged)*

Emergency Packs are held on school site at:

- *Main Admin Office*
- *Nursery*
- *Reception Class*
- *Opal Class*

Working together, building an inclusive and nurturing community of kindness, honesty and respect.



9. On-site arrangements

ICT advice may be sought from the Council's ICT Support.

ICT servers are located:

- Top Floor Y3 learning area
- Top Floor Y4 classroom

ICT systems are backed up centrally.

Relevant back-ups of all computer data are kept securely using the LA server/cloud.

A copy of the Asset Register is kept electronically on the server which is backed up regularly and kept on RAMIS.

The Business Continuity Plan is available on the school website, Teams and on RAMIS.

Educational Visits are managed via:

- Headteacher
- Admin Officer

The school manages Work Experience Placements via:

- The Headteacher

Lettings arrangements are organised and managed via:

- Headteacher

Medical information is retained:

- SIMS
- Medical file held securely in Headteacher's office (summary of medical needs – Teams)

Procedures for dealing with inclement weather are detailed on the Inclement Weather Procedures list distributed to all staff and updated annually.

The school arrangements for dealing with the threat of flooding are as follows:

ALL RELEVANT INFORMATION IS IN THE EMERGENCY RESPONSE PACK

10. Off-site evacuation plan

Although a whole school site evacuation is highly unlikely, Senior Leaders and Governors recognise the possibility and have drawn up the following contingency arrangements to implement this scenario:

Transport details:

- Walking, supervised by staff, to second site
- Alternative location(s) details e.g. reciprocal arrangements with another school (Holy Family RC Primary School) or Pentrebanne Zone.

Pupil supervision/registration arrangements:

- i-pads would be taken to the appropriate locations, co-ordinated by the Admin Officer, and pupils would be registered on arrival

ALN/Medical needs arrangements and support:

- Through TA support and First Aiders
- Advice from DHT

Staff liaison with LA

- Head Teacher to contact LA

Contact arrangements with LA Insurance Sections to arrange mobile classrooms, etc.

- Head Teacher to contact LA

11. Out of hours arrangements

(Please refer to other plans/documents where necessary)

School arrangements to supervise pupils beyond normal school hours due to an emergency situation are as follows:

- All staff who can, will be requested to stay.

Working together, building an inclusive and nurturing community of kindness, honesty and respect.



- All Senior Leadership Team members will stay.

Should a visit be running late, parents will be notified as far as possible via phone and/or text message, Twitter, Facebook, Schoop, class communication platforms and website.

The Headteacher or a member of staff nominated by the Head Teacher will await the arrival of the pupils and arrangements will be made for parents to wait at the school where possible (refer to School Visits Policy)

School staff arrangements to respond to emergency situations outside working hours are as follows:

ALL RELEVANT INFORMATION IS IN THE EMERGENCY RESPONSE PACK

12. After the emergency – counselling

The school recognises that the effective management of our Emergency Response Plan includes the provision of support, where necessary, after the event. The recovery timeline will focus on the individual needs for continuing support.

As the initial response is completed, school senior managers will complete a debriefing to allow a review of actions taken.

Pupils, parents/carers and staff will be given the opportunity to talk through their experiences with colleagues and counsellors.

Mrs E. Prescott
Headteacher

Mr D. Corp
Chair of Governors

March 2024

Incident Management - Critical Incident Management Phase – IF THE DISRUPTION IS NOT A 'NO NOTICE' EMERGENCY MOVE TO THE AMBER SECTION FOUND AFTER THIS

Purpose:

- Protect the safety and welfare of staff, visitors and the public

Working together, building an inclusive and nurturing community of kindness, honesty and respect.



- 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

	Requirement	Action	Action Done? (check box)	By Whom? (insert details of responsible officer)
1.	Make a quick initial assessment: <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. 	Gather and share information to facilitate decision-making and enhance the response. <i>A (Complete a full impact assessment form)</i>		
2.	Nominate individuals to carry out Incident Management roles.	<i>(See section 4 above)</i>		
3.	Ensure a log of key decisions and actions is started and maintained throughout the incident.	Complete Log		
4.	If appropriate, record names and details of any staff or pupils that may have been injured or affected by the incident as part of incident record keeping.	This information should be held securely as it may be required by Emergency Services or other agencies during or following the incident.		
5.	Log details of all items lost by pupils, staff, visitors etc. as a result of the incident.	Complete Log		
6.	Assess the key priorities for the remainder of the working day and take appropriate action.	Consider actions to ensure the health, safety and well-being of pupils, staff and the wider school community at all times during the incident. 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. Consider the school's legal duty to provide school meals to some pupils and how this will be facilitated, even in the event of emergency school closure.		
7.	Log all expenditure incurred as a result of the incident and seek advice/inform the LA Insurance and Claims Team	Record all costs incurred as a result of responding to the incident.		
8.	Consider your communications strategy to ensure staff and pupils are kept informed about what is required of them. 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 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.		
9.	Ensure recording processes are in place for staff/pupils leaving site	Ensure the safety of staff and pupils before they leave the site and identify suitable risk control measures as required.		

Business Continuity Phase:

Purpose:

- To ensure that 'critical activities' are resumed as quickly as possible and/or continue to be delivered during the disruption

Working together, building an inclusive and nurturing community of kindness, honesty and respect.



- 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

	Requirement	Action	Action Done?	By Whom?
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. It may be useful to refer back to your <i>Business Impact Analysis</i> to review recovery time objectives and resource requirements for your most critical activities.	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.		
2.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies.	Consider: <ul style="list-style-type: none"> ▪ Immediate and ongoing priorities ▪ Communication strategies ▪ Resource availability ▪ Deployment of resources ▪ Roles and responsibilities ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement ▪ Any welfare issues ▪ Planning the recovery of non-critical activities 		
3.	Identify any other stakeholders who may be required 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.		
4.	Log all decisions and actions, including what you decide not to do and include your decision-making rationale.	Complete Log of Events, Decisions and Actions		
5.	Log all financial expenditure incurred as a result of the incident	Complete Log		
6.	Deliver appropriate communication actions as 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, Suppliers, Local Authority, Central Government Agencies etc.		

Business Continuity Strategies

Purpose:

- 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

- Whatever the cause of disruption, the impacts will generally be one or more of the below categories:
- Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties, people leaving the organisation etc.
- Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption, third party supplier disruption etc.
- 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.

Tactical Options to Mitigate against a loss of premises	Additional Information
---------------------------------------------------------	------------------------



1.	<p>Identification of alternative locations designated as the agreed 'work area recovery site'. You will need to consider transport requirements and accessibility for these identified premises. You may need to have multiple places agreed for your work area recovery if you have large premises and these different options will need to be documented. You may find it helpful to categorise available sites according to the following:</p> <p>'cold' sites - has no equipment/furniture/computer systems set up but can be re-fitted in the event it is needed. This obviously means it takes longer to make 'fit for purpose' following an incident.</p> <p>'warm' sites - usually these sites will have hardware and connectivity already established though may take some time to be fit for purpose.</p> <p>'hot' sites - is essentially a duplicate of the original site, with full computer systems as well as near complete back-up of user data, but may not match the capacity of the original site.</p>	
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. (Number 8 above)	
3.	Mutual support agreements with schools where there is capacity for schools to accommodate each other in the event of an incident.	
4.	Virtual learning environment opportunities	
5.	Localising the incident, e.g. isolating the problem and utilising different sites or areas within the school premises portfolio	
6.	Off-site activities e.g. physical activities, school trips	
	Tactical Options to Mitigate against a loss of critical ICT systems (including telephony)	Additional Information
1.	Flexible lesson plans	
2.	Use of a secure external network, virtualised 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 is a record of where pre-printed forms etc. are stored and that there are procedure guides to inform their use where necessary	
4.	Access systems via the internet outside of your network for secure, cloud based applications.	
5.	Ensure that anyone who requires ICT to undertake critical activities has the ability to work at home where possible and appropriate. Ensure that critical equipment is taken home where practical and possible and consider procuring mobile equipment for these users.	
6.	Using different ways of working. This could include: changing work patterns, suspending 'non critical' activities to focus on your priorities and assist the recovery of critical systems in the first instance with a phased approach for all other ICT 'non critical' activities.	
	Tactical Options to Mitigate against a loss of staff or skills	Additional Information
1.	Use of temporary staff (teaching/non-teaching)	
2.	Multi-skilling/cross training to ensure staff can undertake different roles and responsibilities. This could involve identifying deputies /job shadowing/staff undertaking temporary additional duties	
3.	Using different ways of working to allow for a reduced workforce. This could include: <ul style="list-style-type: none"> ▪ 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) ▪ Virtual learning environment opportunities 	
4.	Suspending 'non-critical' activities to focus on your priorities	
5.	Using mutual support agreements with other schools to focus on your priorities	
6.	Ensuring that the business continuity aspects of staff management are considered in all management arrangements, e.g. managing attendance, job descriptions, contractual requirements etc.	
	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 all external providers have a Business Continuity Plan in place and you understand the impact to their plan on the delivery of your critical activities in the event of an incident	



3.	Insurance cover	
4.	Using mutual support agreements with other schools	
5.	Using alternative ways of working to mitigate the loss, e.g. suspending activities.	

Recovery and Resumption Phase

Purpose:

- 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.

	Requirement	Action	Action Done?	By Whom?
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.		
2.	Continue to record all expenditure incurred as a result of the incident.	Use Log to record any expenditure.		
3.	Respond to any ongoing and long term support needs of Staff and Pupils.	Depending on the nature of the incident, the school's Incident Management Team may need to consider the use of health services, for example counselling.		
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.		
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.	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.		
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.		

Procedure for Closing the School

Closure in advance of a School day

The school can be closed in advance of a normal school day using the following system:

1. Closure authorised by the Headteacher and the Chair of Governors.
2. Notification of a school closure using the Local Authority On-line website (actioned by the headteacher).
3. Implementing the school staff snow closure procedure.

Working together, building an inclusive and nurturing community of kindness, honesty and respect.



4. Recording the closure on the home page of the school website (actioned by the School Secretary).
5. Sending out Schoop messages to all parents (actioned by the School Secretary).

Closure during a School Day

It is never a preferred option to close the school during a school day but it can be done using the following procedures:

1. Closure authorised by the Headteacher and the Chair of Governors. Pupils will continue to be supervised by staff until they are collected.
 - a. Parental authorisation can be provided by text message or email from a parental phone number.
 - b. Consider use of Places of Safety (as described below).
2. Notification to the LA of the school closure (actioned by the Headteacher).
3. Recording the closure on the home page of the school website (actioned by the School Secretary).
4. Sending out Schoop messages to all parents (actioned by the School Secretary).

Immediate Places of Safety

In the event of a major incident on site requiring the school to be closed, students will assemble in the hall if it is unaffected, the junior yard. If these are not useable staff will escort students to the off-site place of safety - Holy Family Primary School.

Off-Site Place of Safety

If it becomes necessary to evacuate the site completely, students will be escorted to Holy Family Primary School from where they can be collected or from where they can be released to parents.

Lockdown Procedure

It is now possible to envisage circumstances where the school may wish to lock itself in, to secure staff and students from an outside threat. This circumstance is described as a 'lockdown'.

If a lockdown is declared:

- The Headteacher will advise to implement the lockdown.
- The Incident Management Team (IMT) will mobilise.
- The school will be advised that it is in 'lockdown' by the IMT.
- All staff will remain in classrooms and keep pupils calm and away from windows
- All pupils in external PE lessons or Forest Schools will be advised to return to school.

The lockdown will proceed in the following priority:

- The external gate of the school will be closed.
- All external doors will be checked to ensure they are secure.

Monitoring the Site Entrances:

Once the site is secure, staff should return to the building and monitor entrances discretely from the classroom windows. The doors should only be opened by the Headteacher when visual confirmation of the presence of the Emergency Services can be confirmed.