

BUSINESS CONTINUITY & DISASTER RECOVERY PLANS

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Plan Owner	Charles Price
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VERSION CONTROL		
Date	Change Details	Approver
09/12/2019	Based on Manchester City Council template	Charles Price

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This document and associated guidance have been designed to complement and enhance existing Local Authority and DFE policies procedures and guidance, such as those covering Educational Visits and Health and Safety in Education Premises. It does not supersede those procedures or any existing arrangements for contacting key partners and the Emergency Services during a critical incident.

1.0 PLAN PURPOSE AND SCOPE

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: Lincolnshire Educational Support Centres
Links to other Plans and Procedures	<p>[Insert details of coordinated plans with partners or suppliers if appropriate]</p> <p>[Insert details of any documented procedures that support the operation of this plan]</p>

2.0 PLAN ACTIVATION

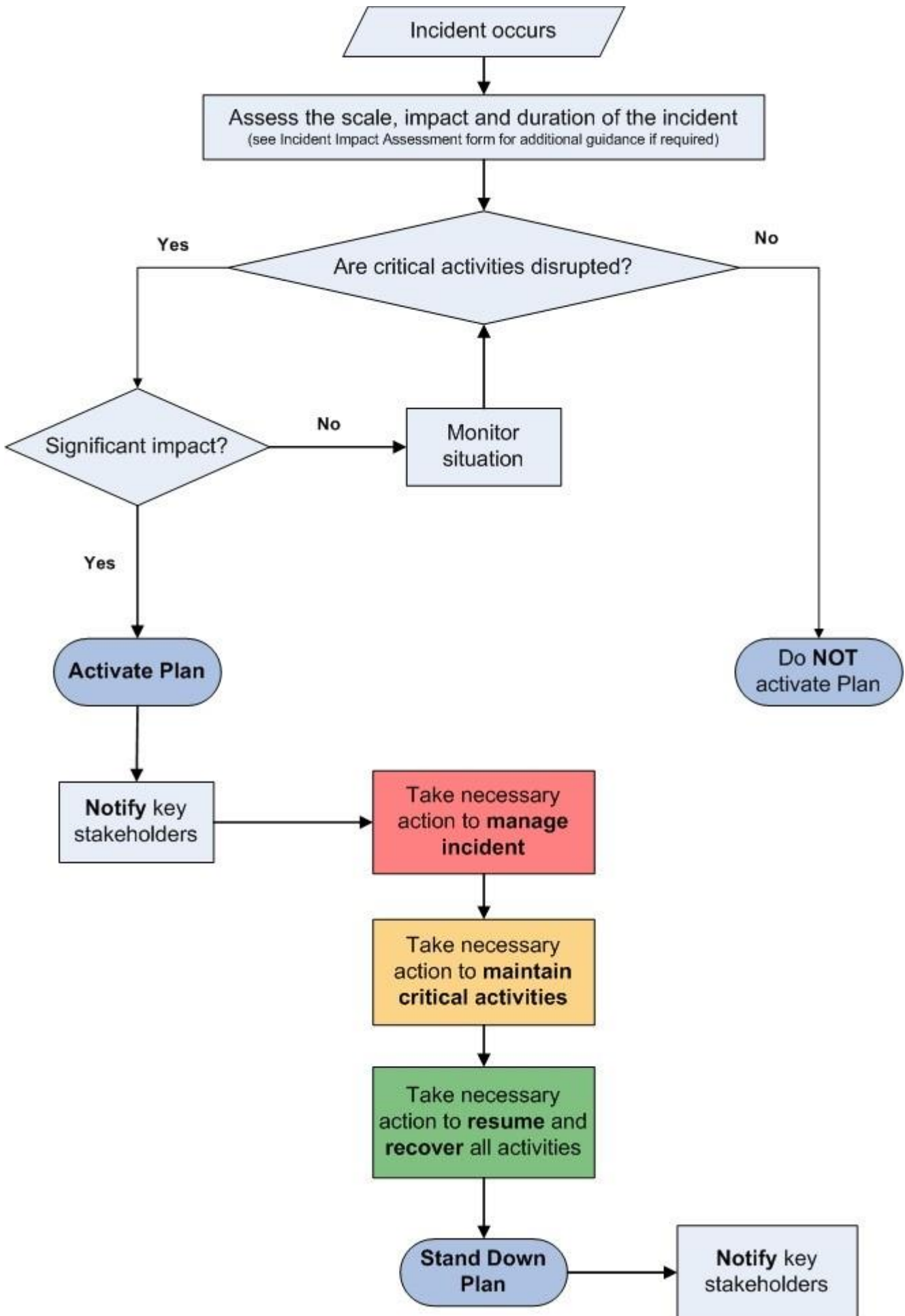
Circumstances	<p>This Plan will be activated to manage the response to any incident causing significant disruption to normal service delivery, particularly the delivery of key/time critical activities. Plan activation triggers may include:</p> <p>Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties, or people leaving the organisation.</p> <p>Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption or third party supplier disruption.</p> <p>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. You may also require the activation of continuity arrangements in the event of an office move.</p> <p>Loss of a key resource such as an external supplier or partner vital to the delivery of a key service or activity.</p>	
Authority for Plan Activation (other than the Plan Owner)	[insert details of circumstances when the Plan is activated by someone other than the Plan Owner and details of personnel whom have been given delegated authority]	
Notification Procedures	Who?	Why? <i>(note this is not an exhaustive list)</i>
	Centre Manager	Take the decision on whether the Business Continuity Plan should be activated and direct resources. The Centre Manager will normally be the 'Plan Owner'. See section 1.3 for more detail on plan activation.
	Company Directors	Responsible for strategic decisions in response to significant incidents

2.0 PLAN ACTIVATION

¹ An event or situation which threatens serious damage to human welfare, the environment, or war or terrorism which threatens serious damage to the security of the UK. *Civil Contingencies Act 2004*

	Stakeholders/ Partners	If the incident is causing significant disruption, an appropriate message should be released to stakeholders/partners 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.

2.1 PLAN ACTIVATION PROCESS



3.0 INCIDENT MANAGEMENT

3.1 INCIDENT MANAGEMENT PHASE

Purpose	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? <i>(Check box accordingly)</i>	BY WHO? <i>(Insert details of responsible Officer)</i>
1.	Make a <i>quick</i> initial assessment: 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. A <i>full impact assessment form can be found in Schools Business Continuity Plan Guidance.</i>	<input type="checkbox"/>	
2.	Nominate individuals to carry out Incident Management roles, as appropriate.	Information on roles and responsibilities can be found in <i>Schools Business Continuity Plan Guidance.</i>	<input type="checkbox"/>	
3.	Ensure a log of key decisions and actions is started and maintained throughout the incident	The Log template can be found in <i>Schools Business Continuity Plan Guidance.</i>	<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.	This information should be held securely as it may be required by Emergency Services or other agencies during or following the incident.	<input type="checkbox"/>	
5.	Log details of all items lost by pupils, staff, visitors etc as a result of the incident, if appropriate	The Log template can be found in <i>Schools Business Continuity Plan Guidance.</i>	<input type="checkbox"/>	
6.	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 pupils, staff and the wider school community at all times. 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. <i>Business Continuity Strategies are documented in Section 5.</i>	<input type="checkbox"/>	
7.	Log all expenditure incurred as a result of the incident and seek advice/inform your Insurance Company/MCC 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 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	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.	<input type="checkbox"/>	
	REQUIREMENT	ACTION	ACTION DONE? <i>(Check box accordingly)</i>	BY WHO? <i>(Insert details of responsible Officer)</i>
	contacted to advise of any alterations to normal working arrangements for the next day.	Template for your contact lists are contained in <i>LES Business Continuity Plan Guidance</i> .		
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 and identify suitable risk control measures as required.	<input type="checkbox"/>	

4.0 BUSINESS CONTINUITY

4.1 BUSINESS CONTINUITY PHASE

Purpose	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 service activities as time critical/urgent: [Insert details]

	REQUIREMENT	ACTION	ACTION DONE? <i>(Check box accordingly)</i>	BY WHO? <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. 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.	<input type="checkbox"/>	
2.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (see section 5.3 for your pre-identified 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 	<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 in order to drive the recovery of critical activities; this may require the involvement of external partners. Refer to your key contacts list in the <i>Schools Business Continuity Plan Guidance</i> .	<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	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.	□	
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4.2 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. You may also require the activation of continuity arrangements in the event of an office move 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.	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: '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. 'warm' sites - usually these sites will have hardware and connectivity already established though may take some time to be fit for purpose. '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.	
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> .	
3.	Mutual support agreements with LES Centres where there is capacity for Centres 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 LES portfolio	
6.	Offsite activities e.g. physical activities, 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: 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.	

5.0 RECOVERY AND RESUMPTION

5.0 RECOVERY AND RESUMPTION PHASE

Purpose	<p>To return to 'business as usual' as quickly as possible</p> <p>To ensure any non-critical activities suspended as part of your business continuity response are recovered within appropriate timescales</p> <p>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.</p>
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	REQUIREMENT	ACTION	ACTION DONE? (Check box accordingly)	BY WHO? (Insert details of responsible Officer)
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.	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"/>	

DISASTER RECOVERY

Disaster Recovery

This plan has been formulated to ensure that any impact on business continuity, following any emergency situations such as floods, acts of vandalism or terrorism, pandemic, explosion, hardware/software failure or any other disaster, is kept to a minimum.

In the event of this Plan having to be initiated, the personnel named below will form part of the Disaster Recovery Team and take control of the following:

	TEAM LEADER	DEPUTY	RESPONSIBLE DIRECTOR	SUPPORT ROLE
Facilities	Centre Manager	Lead TA	Managing Director	Office Manager
Information Technology	Centre Manager	Lead TA	Managing Director	Office Manager
Utilities	Centre Manager	Lead TA	Managing Director	Office Manager
Security	Centre Manager	Lead TA	Managing Director	Office Manager

Public Relationships	Centre Manager	Lead TA	Managing Director	Office Manager
Data Recovery	Centre Manager	Lead TA	Managing Director	Office Manager
Communications	Centre Manager	Lead TA	Managing Director	Office Manager

Equipment / Documents

In the case of an emergency situation, the team will operate under the direction of the Centre Manager, and in the event of the school building being out of use the operational centre will be the Lincolnshire Educational Support Office

Depending on the emergency, the following are the most important for salvaging:

- Main Centre computer
- Other computers
- Classroom Projectors and Interactive Whiteboards
- Cheque books / Finance back up disks / cash and cheque books in safes

Paper documents

- Registers
- Children's files from filing cabinets
- Office Finance documents and chequebooks
- Assessment documents
- Staffing documents

Vital electronic data is backed up on office computer and pupil data is also backed up by LES. The Office Manager also makes a weekly back up of Finance data which he/she keeps off the premises.

The time frame for the recovery of crucial functions is one month.

SECURITY

In the event of the building having been rendered unsafe following a fire, it will be protected during the day by Lincolnshire County Council site management team.

KEYHOLDERS

NAME	Home Number	Mobile Number

Contacts for checking vital equipment are as per Lincolnshire County Council Plan

Equipment	Company	Telephone no.

Other useful telephone numbers:

Insurers		
Legal representative		
Gas		

In the event of a serious fire and media involvement, any enquiries should be directed to the nominated press officer, Mr Charles Price or the deputy press officer, Mr Michael Jacob. In the first instance a statement will be released outlining basic details only.

If the telephone system is disabled calls will be diverted to a mobile number.

If the premises are rendered unusable, arrangements will be made for mail and other deliveries to be cancelled until notified otherwise.

DATA RECOVERY

In order to assist data recovery, if damage to a computer or back up material is suspected staff **should not:**

- turn off electrical power to any computer
- try to run any hard drive, back up disc or tape to try to retrieve data
- tamper with damaged computers, discs or tapes
- move damaged computers.

DAMAGE LIMITATION

After a flood, drains will be checked for blockages by a drainage contractor.

This plan will be reviewed every 12 months. It will be invoked as soon as possible after an emergency. A copy of the plan will be maintained on the Governors’ section of the school website.

LES Managing Director/Director

Signed: Charles Price

Name: Charles Price

Position: Managing Director

Date: 01/12/2019