Business Continuity Management

Christ Church School, NW3
Business Continuity Plan

June 2013

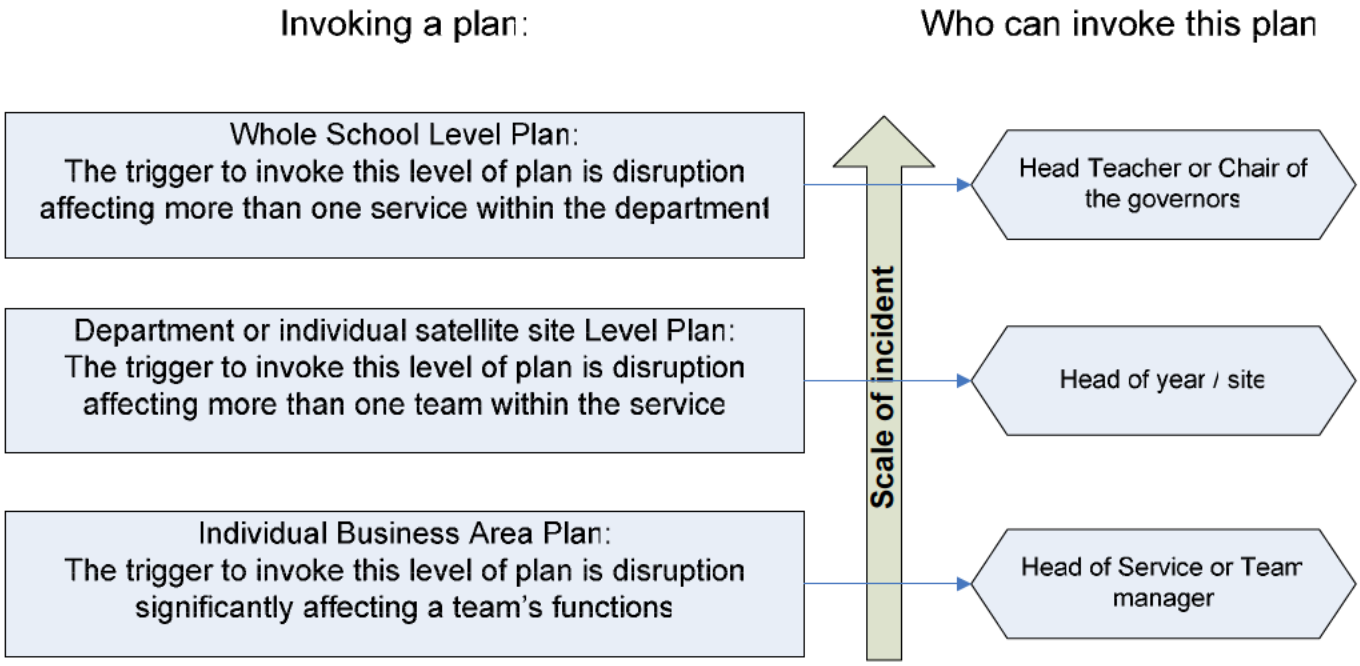
1. Introduction

In the event of an incident this plan will guide the reader in how to invoke the business Continuity Strategy to maintain the capability to continue to deliver services to the community.

2. Invoking this plan

Use the appropriate level of plan below.

This is a whole school level plan.
Individual members of staff take necessary action in their own classrooms and inform HT



3. When to invoke this plan

- **Lack of adequate staff numbers**
- **Lack of adequate safe teaching space or access to it**
- **Infectious disease**
- **Utilities failure to make site unsafe**

4. BC actions to be taken immediately upon notification of an incident

Incident = a situation with the potential to affect business as usual service delivery

1) Continue to monitor service disruption as normal and assess the situation
How do you do this and who are you reporting the information to?

Deal with immediate incident using LA/LDBS guidance and advice where appropriate – HT or DH

Report to Chair of Govs as soon as practical and then report updates

2) Invoke BC plan when triggers reached and then

See school closure plan if necessary

HT invokes this BC plan

3) Set up a decision Log and record your actions, keeping track of expenditure. A log sheet template can be found in Appendix 1.

4) Assess the situation and inform the management team of the issues by completing the situation report template in Appendix 2

5) Implement the Business continuity strategy detailed in this plan

5. Communications if you invoke the plan

Who do we need to tell about service disruption or changes and how will we communicate with them?

Staff – telephone contact list, contact by HT or other designated senior member of staff

Parents – telephone contact list – contact via Friends reps as on school closure plan; communication via website – HT can update remotely

Chair of Govs – HT to communicate with directly – email, telephone, inc landline

Camden – HT to communicate with directly – email, telephone

6. Critical Services

These services must be maintained even in the event of a disruption. These are taken from the BIA which is kept with this plan as Appendix 5

Appropriate levels of supervision and a safe site are essential for the school to run.

Listed below are all the main activities of the school and recovery time objectives if lost:

Order of priority	Activity	Recovery time objective
1	Teach classes	One day
2	Use playgrounds	Three days
3	Provision of cooked lunch	Three days
4	Admin and IT functions	One week
5	After school clubs	One week
6	Trips off site	One week
7	Space for other professionals to work with children	Two weeks
8	Use church building	One month

7. Business Continuity Strategy and Implementation

Short term = up to 24hours
Medium term = 24 hour to 1 week
Long term = ongoing situation

You are detailing here what basic actions should be taken to maintain or restore operations. It should act as a checklist for the person reading the document.

Duration of disruption	Overview of Strategy	How to implement this strategy to maintain the critical services and aid recovery
Staff absence		
Short Term	**Work with a reduced staffing level**	**But within safe supervision levels, otherwise close some classes or whole school**
Medium Term	**Work with a reduced staffing level, seek resources from elsewhere**	**Supply staff** **Part time staff to work additional days** **Cancel trips, other activities**
Long term	**As above plus permanent recruitment**	
Loss of premises		
Short Term	**School closure or partial school closure**	**School site must be safe, with appropriate utilities working, for school to be open – otherwise close some classes or whole school** **Use of church building** **Some staff could work from home**
Medium Term	**Fall back site – church or New End School**	**Use of church building or New End school for some classes**
Long term	**Fall back site**	**As above and support from LA or LDBS for alternative, possibly split, site**
Loss of communications		
Short Term	**Use alternatives if necessary**	**Land line telephones, if mobiles not working, or vice versa for emergencies** **Use of fax where possible** **Use of website if available** **Communicate in person at the gate or by**

		paper with parents collecting or dropping off **Use of telephone at Vicarage if only school telephone down**
Medium Term	**Employ alternative methods**	**As above**
Long term		
Loss of IT		
Short Term	**Paper based working**	**Also see loss of communications relevant actions**
Medium Term	**Support from Camden IT if possible for alternatives**	**Additional or different equipment brought in**
Long term		
Loss of key assets (service specific - **none**		
Short Term		
Medium Term		
Long term		
Loss of cooking facilities		
Short Term	**Buy in food**	**Buy in food for lunches** **Ask parents to provide packed lunches**
Medium Term	**Work with contractor to bring in food**	**Food cooked off site or cold lunches brought in by contractor**
Long term	**Temporary kitchen** **Cooked food delivery with heating on site**	**Temporary kitchen in another space in school** **Food cooked off site brought on site by contractor**

Appendix 1: Decision Log template

DATE	TIME	RECORDED BY	ISSUE	ACTION TAKEN	SIGNATURE

Appendix 2: Situation Report template

Once completed please send either via email/fax to:
Chair of Governors
Camden – Assistant Director – Schools Achievement
LDBS - adviser

Incident:					
To:					
From: (Service)		**Date:**		**Time:**	
Percentage of Service Available:					
GENERAL SITUATION (overview of current situation, who is effected, any casualties)					
ACTIONS TAKEN: (What has the Service done?)					
ACTIONS OUTSTANDING: (What needs to be completed?)					
HORIZON SCAN: (Potential issues, does the situation have the potential to escalate and affect other services?)					
ACTIONS REQUESTED OF/QUESTIONS FOR THE BUSINESS RECOVERY/MANAGEMENT TEAM (What information/actions does the Service need from the Business Recovery Team?)					
Completed by:					

Appendix 3: Business Impact Assessment

Business Continuity Management

Christ Church School NW3
Business Impact Analysis

June 2013

Contact Details	
Where can the contact details of the people within the service be found. Include a communications cascade system for use in the event of an incident. This may be the same contact list as your existing emergency plan but it should be available with both documents. School closure plan Telephone contacts not included here for website version **Staff contact numbers – shared between all staff members each September** **Children/parent contact numbers - kept on school site in contact files** **Friends reps collect and share details within each class** **HT has all contact details kept off site at home as well** **Camden LA has an emergency contact list/key holder list of four staff members to contact in emergency**	
1	**Description Of Functions**
	Christ Church is a primary school teaching children between ages of four and eleven, between the hours of 8.50 – 3.20 during term time. The school provides teaching activities, as well as feeding the children at lunchtime. There are 186 pupils, and 30 members of staff. **There are some after school activities on most days.**
2	**Description of Activities**
	Teaching classes – in school building **Play times in two playgrounds** **Use of church building for some classes and activities** **After school clubs – run by school staff and by other agencies** **Trips off site (including regular and one off trips)** **Providing cooked lunch to approx 100 pupils each day** **Space for other services/professionals to work with children – e.g. educational psychology, school nurse etc** **Related administrative services**

3	Impact of Activity Disruption over time

Ratings Index

1. = Negligible
2. = Low
3. = Medium
4. = Very High
5. = Extreme

Impact Types
A = People / Health & Safety
B = Reputation
C = Financial
D = Legal

	RATINGS INDEX						IMPACT TYPES
Activity	1 hour	4 hrs	1 day	3 days	1 week	1 Mth	Comments and recovery time objective
If we couldn't teach classes	**3**	**3**	**3**	**3**	**3**	**4**	Why might this happen? Urgent building repairs needed – building unsafe Essential services not in place (water, elec, heating); Sufficient staff not present Infection What could we do? Could reduce numbers of pupils in school Could use alternative spaces for some/all pupils Possible impacts on: A, B Recovery time objective – one day
If we couldn't use the two playgrounds	1	1	1	2	2	3/4	Unlikely to be both playgrounds at once Why might this happen? Urgent repairs needed or surface unsafe What could we do? Use alternative play space off site Share remaining playground if one available with staggered breaks

								Possible impacts on: A, B Recovery time objective – three days for both playgrounds in use
	If we couldn't use church building for some activities	1	1	1	1	1	2	Why might this happen? Building works in church - unsafe What could we do? May need to rearrange/postpone whole school activities planned for church space Move planned music lesson to school – rearrange timetable Possible impacts on A, B Recovery time objective: one month
	If we couldn't hold any afterschool clubs	**1**	**1**	**1**	**1**	**1**	**2/3**	Why might this happen? Need to send pupils home at end of school day – weather, lack of staff for clubs What could we do? Aim to restart clubs as soon as possible Possible impacts on A, B, C Impact on parents for child care Recovery time objective: one week
	If we couldn't have any trips off site (regular or one off)	**1**	**1**	**1**	**1**	**1**	**2/3**	Why might this happen? Unsafe weather for travel Inadequate levels of staff supervision for trip What could we do? Additional parent helpers Reschedule trips Possible impacts on A, B, C Recovery time objective: one week

If we couldn't provide cooked lunch on site	**2**	**2**	**2**	**2**	**3**	**3**	NB Part of catering contract to provide this Why might this happen? Failure of equipment or services Failure of food supplies No staff What could we do? Buy in sufficient sandwich lunches from local shop Contractor provides food cooked/prepared off site Possible impacts on A, B, C Recovery time objective: three days
If we couldn't provide space for other services/ professionals to work with children	**1**	**1**	**1**	**1**	**1**	**2**	Why might this happen? Useable space in school restricted because of safety reasons What could we do? Take children to another local site for sessions Postpone or cancel small numbers of sessions Possible impacts on A, B Recovery time objective: two weeks
If we couldn't provide any related administrative functions – including IT	**1**	**1**	**1**	**2**	**2**	**3**	NB IT services maintained as part of Camden SLA Why might this happen? Lack of staff Lack of safe admin space Failure of IT systems What could we do? Admin staff work off site Temp admin staff Work with Camden IT to restore services Possible impacts on A, B, C

								Recovery time objective: one week

4	**Activity Analysis**
	This relates to working hours and should include: • Core working hours • Out of hours services • Any out of hours arrangements with partners, the community or businesses **8.50 – 3.20 in term time** **After school clubs: 3.20 – 4.30/5.45** **Occasional prearranged meetings or events held out of hours by Governors or Friends association**
5	**Description of Office Organisation**
	This should detail the accommodation/location requirements of the business area as well as some basic organisational information: • Where does the team you fit in to the organisation structure (diagram can help set the context) • Where are you based (address and postcode, include secondary sites too) • How many staff / pupils are there • What are the key individual roles **Supported by London Diocesan Board for School** **Part of Camden LA** **Christ Church School** **Christchurch Hill** **London NW3 1JH** **186 pupils** **30 staff, including regular volunteers and visiting professionals** **Head teacher** **Deputy head teacher** **Site services officer**

6	Dependencies on Space and other services within your own Department

	Use this section to list dependencies on:
	• Space
	  ○ Office/teaching space (what is needed, chairs, desks, smart board etc, list items and number of them required, remember list what you would need as in order to get a service running not what you would like if it were an ideal situation)
	  ○ do you need the office space or can various staff work remotely
	  ○ Storage space –
	  ○ Where are key items held for your service and how do you access them (where are the keys held including to the premises too)
	• Other services within the same department
	  ○ Do you rely on other areas of the school/business to supply information or services to your area
	
	School building:
	Two playgrounds
	Seven classrooms – with appropriate tables, chairs etc, each with IWB
	Hall
	Toilet facilities
	Kitchen
	Small group rooms
	Admin areas
	Storage areas
	
	School also regularly uses:
	Church building – Christ Church, Hampstead Square
	Royal Free Sports Hall
	Swiss Cottage swimming baths
	Hampstead Heath
	
	Keys held by HT, DH, SSO (and other teaching staff members as appropriate)
	Keys for areas on site in front and back offices (and in key safe)

7	**Dependencies on Other Departments and External Services**
	Use this section to list dependencies on: • Services in other business units/organisations– what do they provide and when • Any contractors that are used and what they do • Who are the key people in your supply chain (don't forget to add their contact details to the master contact list you hold/share with the emergency plan) **Catering – Caterlink contractor and their suppliers** **Cleaning – Busy bee contractor** **IT services – Camden SLA** **Repairs and Maintenance – Camden SLA** **Resources – various suppliers**

8	Emergency Working Space
	Include in this section: • Any arrangements that are already in place (e.g. staff can work from home, there is already a building highlighted to send staff to, reciprocal arrangements with another the school or business unit etc) **Use of church building in first instance** **Some staff could work from home for short periods** **Arrangement with local New End School to take refuge in their building in an emergency – reciprocal arrangement**
9	**Staff – Numbers and Roles (Minimum Numbers)**
	This should state the Minimum resources required to remain operational for medium term disruption, include roles. **One qualified teacher per class needed for disruption of any length of time.** **Minimum site services/admin support needed.** **Could manage with combined classes/supervision by support staff for a shorter period of up to one day.**
10	**Essential Staff Qualifications, Skills, Experience, Clearance by roles**
	Include anything which is essential for staff to work within the service. Break it into roles and state what is needed for each role. E.g. CRB, teaching qualification, IT skills etc. **QTS for teaching staff** **CRBs for all adults with unsupervised access to children**
11	**Individuals Equipment Requirements**
	What equipment is needed for individual staff (if any) to do their jobs – e.g. PPE / transport, induction/training, keys **Some SEN pupils have their own specialist equipment but we could manage without this in the short/medium term.**
12	**Department / Service / Team Requirements**
	Is there anything that your business unit needs in order to carry out the role • Any IT requirements (specific software packages used etc) blackberrys / secure envoy web access, VPN / mobile phone etc. • Smart boards, web access points • Specific equipment across the service **No specific equipment is required in the short term** **Telephone access required for emergency calls** **Desirable: internet access, shared network access, working computers and IWBs,**

	Historic Risk Impacts
13	List any risks that have historically affected the business continuity of the service e.g. surface water flooding / winter weather, power failures etc **Loss of IT services** **Loss of utilities - water, hot water, electricity, heating** **Weather – snow/ice – safe access to site, difficulties in travel to work** **Strike action by staff members** **Unsafe areas of site – stonework unsafe**
	Department / Service / Team Risks (Horizon scanning)
14	List any business continuity risks unique to your service that would prevent you from carrying out your functions (e.g. surface water flooding / water shortage / heat wave / winter weather, industrial action, any H&S constraints) Are there any single points of failure such as: • some business units may have to keep hard copy documents only that are not accessible off site • outreach or home teaching will not be able to carry out core home visits if the road network becomes compromised • There may be one particular software package that runs the whole service **Building project planned for 2013/14 – with possible disruption to services**