

Aylesford School

and Sixth Form College



wonder aspiration respect discipline

SERIOUS INCIDENT

AND

BUSINESS CONTINUITY

PLAN

Written/Updated: October 2019
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Lead: Premises Manager
Via: Finance and Premises

'from potential to reality'

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Serious Incident and Business Continuity Plan

Executive Summary

This plan ensures that the school can respond effectively to emergencies, minimising the impact and ensuring that operational capacity is restored as soon as possible. It does not cover every scenario but provides a framework that can be implemented as required.

The plan suggests a School Emergency Response Team (SERT) comprising the SLT, Premises Manager, Headteacher's PA/ HR Manager, Finance Manager and Senior IT Technician. Each member of the SERT is assigned an area of responsibility. Not every member of the team will be utilised for each incident; it will be dependent on the size of the incident and the skills needed.

The plan provides an Action checklist as a guide for the immediate, first 24 hours and medium term; this includes those who are responsible for undertaking the action. There is also guidance on handling media queries that may arise as a result of the incident. The key services to be maintained are also listed.

There is on-going work to build up a comprehensive supplier list of our key contractors and suppliers. The plan will also provide an overview of the equipment and ICT requirements needed by the school to be fully operational. This will be done in the form of an inventory.

Emergency Advice and Support for Educational Establishments (EASEE)

In addition to the SERT, reference is made in this plan to EASEE which is the name for the Emergency Advice and Support for Educational Establishments Team in Coventry, Solihull and Warwickshire. EASEE is a joint working group which includes the CSW Resilience Team, members of the Education Psychology Service and other services required to dynamically support during the time of the incident. This group aims to provide emergency support for all schools (including Academies) in Coventry, Solihull and Warwickshire in the event of a critical incident. This support can provide immediate assistance leading to medium and long term support for return to normality.

EASEE Support

To notify the Local Authority of a school emergency and to request EASEE support call 02476 832673.

EASEE support will only be provided by the request from the Headteacher or senior member of staff and is to support the school following a critical incident. EASEE staff will only assist a school following a request and whilst not mandatory to be included, inclusion is strongly recommended.

Such requests for EASEE support are made to CSW Resilience Team on 02476 832673.

Coventry, Solihull and Warwickshire Resilience Team

The CSW Resilience Team are responsible for all Emergency Planning and Business Continuity work across the authorities of Coventry, Solihull and Warwickshire and also for ensuring compliance with the Civil Contingencies Act 2004 and similar guidance from DfES and DoH.

Purpose of the plan

The purpose of this plan is to ensure that the school can respond effectively to emergencies, minimising its impact and ensuring the wellbeing and safety of staff and children.

The plan provides the school with a clear set of actions to take in order to restore operational capability to the school. This plan may be implemented, in whole or in part, on the authority of the Headteacher.

The following are examples of emergency incidents that may impact on the School and cause disruption beyond normal coping capacity:-

- Fire or flood to buildings and contents
- Death, accident or assault to members of staff or students
- Natural major emergency incident within the local community
- ICT failure
- Intruder intent on violence – in this instance see School Security Procedures appendix, 'Bomb Threat and Lock Down'
- Act of Terror

This plan does not list every possible scenario but should be used as a framework for responding to incidents of similar impact, for example, restriction to parts of the building, infectious viruses (swine flu) etc.

School Proposed Emergency Response Team (SERT)

Role	Name	Area of responsibility
Headteacher	Steve Hall	<ul style="list-style-type: none"> ▪ Leader of plan/co-ordination of SERT ▪ Designate roles and responsibilities ▪ Liaise with emergency services ▪ Liaise with the media ▪ Inform the Local Authority of the incident ▪ Inform EASEE of incident
Chair of Governors	Richard Lyttle	<ul style="list-style-type: none"> ▪ Supporting Headteacher and delegating spending power to Headteacher
Deputy Head	Tim Hodgson	<ul style="list-style-type: none"> ▪ Assist Headteacher ▪ Adopt leader role if Head not available ▪ Ensuring integrity of ICT data and functionality ▪ Ensure website is appropriate and reflects a clear message ▪ Maintenance of timetable, curriculum, staffing and examinations when appropriate
Assistant Headteacher	Martyn Payne	<ul style="list-style-type: none"> ▪ Assist Headteacher ▪ Maintain external communications with parents and students
Director of Learning Support	Kate McDonagh	<ul style="list-style-type: none"> ▪ Assist Headteacher ▪ Liaising with welfare support for students
Director of Studies	Anna Scopes	<ul style="list-style-type: none"> ▪ Assist Headteacher ▪ Internal communication and welfare support for staff
Premises Manager & Finance Manager	Laurence Pavier Marie Shaw	<ul style="list-style-type: none"> ▪ Assist Headteacher ▪ Maintain financial control and management ▪ Initiate business continuity arrangements as required ▪ Assist with emergency response on site ▪ Availability and maintenance of School Emergency Pack (Appendix B) ensuring incident logs are complete (Appendix A) ▪ Assist with building access and security ▪ Liaising with key contractors and suppliers ▪ Ensure H&S policy is adhered to
Headteacher's PA/HR Manager	Anna Timson	<ul style="list-style-type: none"> ▪ Assist Headteacher ▪ Provide all necessary HR records ▪ Liaise with HR and Payroll ▪ Assist Headteacher with providing a log of all actions and decisions during the incident

SERT will delegate down to Curriculum Leaders where appropriate

Hazard Analysis

A = HIGH Likelihood and HIGH Impact

B = LOW Likelihood and HIGH Impact

C = HIGH Likelihood and LOW Impact

D = LOW Likelihood and LOW Impact

Hazard	Impact	Mitigation in Place	Risk Matrix Score
Flooding/Fire	<ul style="list-style-type: none"> ▪ Disruption to teaching ▪ Assets to be replaced 	<ul style="list-style-type: none"> ▪ Fire Risk Assessment ▪ Fire alarms/fire doors ▪ Staff trained on fire-fighting equipment ▪ Fire alarm to the Monitoring Station for out of hours emergency 	B
IT Failure	<ul style="list-style-type: none"> ▪ Disruption to teaching ▪ Loss of data through failure to back-up 	<ul style="list-style-type: none"> ▪ Virtual server back up 	A
Loss of electricity	<ul style="list-style-type: none"> ▪ Disruption to teaching ▪ Email/phone communication not possible ▪ Disruption to alarms and security systems ▪ Disruption to catering services ▪ Disruption to classroom, corridor and outside lighting 	<ul style="list-style-type: none"> ▪ Batteries ▪ Emergency lighting 	A
Death/incapacitation of key member of staff	<ul style="list-style-type: none"> ▪ Disruption to teaching ▪ Emotional impact 	<ul style="list-style-type: none"> ▪ Large senior team to provide cover ▪ Lesson plans and schemes of work in place ▪ SIMS will assist with timetabling 	B
Theft	<ul style="list-style-type: none"> ▪ Assets have to be replaced ▪ Disruption to teaching 	<ul style="list-style-type: none"> ▪ CCTV ▪ Secure fence ▪ Burglar Alarm 	A
Natural major emergency incident within the local community	<ul style="list-style-type: none"> ▪ Disruption to teaching ▪ Loss of premises ▪ Emotional impact 	<ul style="list-style-type: none"> ▪ Liaison with emergency services ▪ Liaison with Local Authority via EASEE team 	B
Intruder intent on violence	<ul style="list-style-type: none"> ▪ Emotional impact ▪ Disruption to teaching 	<ul style="list-style-type: none"> ▪ Site security procedures ▪ Clear lines of communication 	B
Act of Terror	<ul style="list-style-type: none"> ▪ Loss of life ▪ Life changing injuries ▪ Loss of communication 	<ul style="list-style-type: none"> ▪ Lock down procedure in place ▪ Inform staff on annual basis ▪ Assessment of risk for all trips locally, nationally and internationally ▪ Staff allude to meeting places, straying together etc in risk assessment 	B

Dealing with the Media

- The media is a valuable way of communicating with the parents/ guardians of students and with the wider community.
- The media will expect an instant response to their requests for information and briefings. If their demands are not anticipated, and met, media representatives are likely to add to any confusion as they may use speculation instead of facts in what they write.
- All queries from the press should be referred to the Headteacher. Staff should **not talk** to the press.
- A written statement can be prepared and can buy more time whilst more detailed answers are prepared.
- Advise parents / guardians if there is a lot of media interest. Journalists may try to get interviews with parents / students.
- The media can speak to parents as they enter or leave the school. Reporters cannot interview children under the age of 16 without permission from their parents or carer.
- The media are trespassing if they enter the school grounds without permission but can film from outside.

Emergency Actions for major incidents

Stage 1 – immediate action required

	Action	Comments	Person /group responsible if applicable	Date/time completed	Initial
1	Any member of staff who becomes aware of an actual or potential major incident or issue should:				
1.1	Establish/assess, where possible, the nature of the incident, the likely cause and likely timescale of recovery	Contact Headteacher initially	Line Managers reporting to the Headteacher		
1.2	Evacuate the premises, if appropriate. ERT to convene at school main entrance Call the emergency services (as appropriate)	<ul style="list-style-type: none"> • Ensure everyone is out of the area • Restrict access to the affected areas 	Follow the normal evacuation procedures under the direction of the Business Manager		
1.3	Obtain a copy of staff contact lists		Headteacher/HR Manager		
1.4	Complete and maintain the appropriate Incident Documentation	<ul style="list-style-type: none"> • Incident Notification Sheet • Incident Log Sheet 	Premises Manager		
1.5	Record the details of casualties and obtain relevant information		Premises Manager		
1.6	Injury Considerations	<ul style="list-style-type: none"> • Who is accompanying injured person(s) to hospital • Provide accommodation • Provision of immediate transport assistance, and counselling 	First Aid Team Assistant Headteacher		
1.7	Headteacher, in consultation with the Chair of Governors to decide on next action dependant on incident being in or outside school time	i.e. decide whether to transfer to neighbouring schools; send children home; arrange transport and notify parents	Headteacher/Chair		

	Action	Comments	Person /group responsible if applicable	Date/time completed	Initial
1.8	Establish priorities for salvage and advise emergency services and recovery team	These might include e.g. equipment, records, registers, chequebooks	Premises Manager		
1.9	Consider notifying the Local Authority, of the Incident, via the emergency number for EASEE team support		Headteacher EASEE team support: 02476 832673		
1.10	Dependant on time scale and nature of incident continue to stage 2.	-			

Stage 2 – First 24 hours

	Action	Comments	Person /group responsible if applicable	Date/time completed	Initial
2	Those assigned responsibility should:				
2.1	Establish/assess, where possible, the nature of the loss of service, the likely cause and likely timescale of recovery	<ul style="list-style-type: none"> Consider whether the incident can be managed locally; Consider whether the incident requires the implementation of any special contingency arrangements; Declare an emergency situation? 	Headteacher through the Emergency Response Team		
2.2	Activate the Emergency Response Team, if appropriate	<ul style="list-style-type: none"> Consider suitable location for Team to manage the incident. 	Headteacher		

	Action	Comments	Person /group responsible if applicable	Date/time completed	Initial
2.3	Notification Procedures	<ul style="list-style-type: none"> • Staff: school website, email, meeting; • Parents: school website, 'Snow line,' local radio • Governors: school website, email, telephone 	Headteacher through the Emergency Response Team		
2.4	Ensure that the Chair of the Governors is kept fully informed and updated on the on-going situation		Headteacher		
2.5	Complete and maintain the appropriate incident documentation	<ul style="list-style-type: none"> • Incident Notification Sheet; • Incident Log Sheet. 	Headteacher/Premises Manager		
2.6	Establish media communication		Headteacher		
2.7	Establish priorities for salvage and notifying emergency services	Student records, attendance registers, finance records, safe and contents	Premises Manager		
2.8	Make alternative arrangements for examination groups, if appropriate		Deputy Headteacher		
2.9	Record Financial expenditure		Finance Manager		

2.10	ON-GOING INCIDENT CHECKLIST – STAFF				
	Hold a staff briefing session as soon as possible		Headteacher		
2.10.2	Ensure all health and safety risks have been identified and are being managed		Premises Manager		
2.10.3	Communications	Provide written information regarding the incident and how it will affect the school.	Headteacher		
2.10.4	Consider rotas and timetables	<ul style="list-style-type: none"> ▪ Staff Rota; ▪ Student timetables (exam issues). 	Deputy Headteacher/Data Manager		
2.10.5	Allocate staff at set locations to meet students returning to school		Assistant Headteacher		

Action	Comments	Person /group responsible if applicable	Date/time completed	Initial	
2.11 ONGOING INCIDENT CHECKLIST – PREMISES					
2.11.1	Premises check list	<ul style="list-style-type: none"> ▪ Obtain building plans ▪ Walk through the buildings to amend and then mark on them the areas which have been affected by the incident; ▪ Note any relevant amendments (obstacles, toilets, fire escapes etc); ▪ Communicate to staff and students. 	Premises Manager		
2.11.2	Reallocate space – eg:	<ul style="list-style-type: none"> ▪ Parking; ▪ Student areas, etc. 	Premises Manager		
2.11.3	Review procedures for:	<ul style="list-style-type: none"> ▪ Site Security; ▪ Health & Safety 	Premises Manager		
2.11.4	Review lettings and joint use arrangements	<ul style="list-style-type: none"> ▪ Discuss changes. 	Premises Manager		
2.12 ONGOING INCIDENT CHECKLIST – PUPILS / STUDENTS					
2.12.1	Notification	Hold Assembly to pass on information, maps and timetables.	Headteacher		
2.13 ONGOING INCIDENT CHECKLIST – PARENTS/GUARDIANS					
2.14	Hold parents/teachers meetings	<ul style="list-style-type: none"> ▪ Issue information sheet; ▪ Letters issued via students; ▪ Update web site. 	Headteacher		
2.15	Change the message on the school answer-phone regarding changes to pupil attendance, etc	Text parents via Call Parents	Office Manager		
2.16	Provide notices around the school perimeter regarding progress		Premises Manager		

	Action	Comments	Person /group responsible if applicable	Date/time completed	Initial
2.17	Update information to school users and local community	<ul style="list-style-type: none"> ▪ Pupils, staff, parents and governors; ▪ Snowline ▪ School Website ▪ Reception points ▪ Local radio 	Headteacher		

Stage 3 – 24 hours to two weeks

	Action	Comments	Person /group responsible	Date/time completed	Initial
3	Those assigned responsibility should:				
3.1	Review Stages 1 and 2		SERT		
3.2	Identify most urgent issues	Focus particularly on key educational needs	SERT		
3.3	Identify useable facilities on site and immediate temporary requirements	Contact Portakabin for temporary buildings	SERT		
3.4	Review welfare support for pupils, parents and staff		SERT		
3.5	Establish supply cover for teaching/non-teaching staff and/or consider timetable adjustments to focus on key educational priority	<ul style="list-style-type: none"> ▪ Contact supply agencies ▪ Timetable adjustments 	HR Officer Headteacher's PA and Deputy Headteacher		
3.6	Check/reschedule examination arrangements		Deputy Headteacher		
3.7	Update information to school users and local community	<ul style="list-style-type: none"> ▪ Pupils, staff, parents and governors; ▪ Snowline ▪ School Website ▪ Reception points ▪ Local radio/TV 	SERT		
3.8	Review services/deliveries to site		Finance Manager		
3.9	Prepare inventory to furnish alternative accommodation	Obtain school asset register	Premises Manager		

	Action	Comments	Person /group responsible	Date/time completed	Initial
3.10	Organise a briefing for the Full Governing Body		Clerk to Governors		

Stage 4 – Post incident

	Action	Contacts/ Comments	Person /group responsible	Date/time completed	Initial
4	Those assigned responsibility should:				
4.1	Once the incident is nearing closure, when circumstances permit, plan for its stand down		Headteacher		
4.2	Consider a phased process with the acknowledgement that certain activities may have to continue for some time e.g. media relations and long term clean up		Assistant Headteacher		
4.3	Notify all contacted officers that the incident is closed		Headteacher		
4.4	Ensure that all personnel are accounted for		HR Manager		
4.5	Arrange de-briefs for all staff involved including the members of the Governing Body, as necessary	<ul style="list-style-type: none"> ▪ Debrief immediately; ▪ Internal structured de-brief within two weeks; ▪ Inter-Agency structured de-brief 	SERT		
4.6	Complete and retain all documentation related to the incident	<ul style="list-style-type: none"> ▪ Incident Notification Forms; ▪ Incident Log Sheets; ▪ Log of actions and decisions during the course of the incident; ▪ All other paperwork/associated documentation relevant to the incident including electronic records 	SLT member dependent on the nature of the incident		

Key services that must be maintained

Essential functions	Procedures	No of essential staff needed in the first week
Attendance Records	Register morning and evening	All Tutors
Staff payroll	Notification by cut-off date each month and checking by specific date each month	2
ICT services	Can be done remotely	1
Access to SIMS.net	Can be done remotely	1
Exams	Identify exam periods and students involved	2
Site security (including CCTV)	Dependent on disaster, locking and unlocking each day + maintenance	3
Premises infrastructure including utilities	Site staff to maintain caretaking services Premises Manager/Caretakers to liaise with key contractors and utility providers	4

Essential ICT information

(N.B. This information is prepared in conjunction with ICT department)

Essential Systems/ Application	Required by (Hours/Days)	Min number of users requiring access	Backup procedure	Function(s)	Availability agreed with
CCTV	Within 24 hrs depending on disaster – if footage required	1	Rewrites oldest entry first (as below)	Security cameras around site	
SIMS.net		1	Automatic backup taken nightly	Pupil data	
SIMSFMS		2	Automatic backup taken nightly	Finance data	

Back up Details

Data saved on the various drives	All user data and servers are backed up nightly to dual locations within the school premises. 'Snapshots' of servers are also taken nightly. This enables the faulty server(s) to be restored within minutes, causing little to no downtime.
CCTV tapes	No backups taken of CCTV. Support provided by company which installed system. Rewrites from oldest entry first and takes records time lapsed images from camera locations around school.
SIMS.net and FMS	Backups of SIMS.net and FMS data are taken nightly and are stored in two locations within the school premises.
ApuS	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
Manjulas	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
Bart	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
Lisa	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
MargeS	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
HomerS	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
UterS	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
SanjayS	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
Charlie	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
Kent	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.
Selma	Back up of server is taken on a nightly basis. If server fails this can be restored from a system snapshot.

Backups are carried out nightly to two purpose built virtual servers in separate locations within the school campus.

Server snapshots/images are taken using VEEAM Backup and Replication.

A full server backup is taken each night and will allow a faulty virtual machine to be reinstated in a very short amount of time.

Data is also backed up during the same nightly process and all backups are verified before the task is complete.

Emails are sent from the servicers to the ICT technicians detailing whether the backup procedure was successful or has failed.

Paper based records

(N.B. this includes paper based records which are not on the computer network. Those which if lost would prevent or severely impair the school's ability to deliver a service, expose it to greater risk of litigation or achieve essential business objectives. These documents are likely to be those where it is not possible to replace in whole or part the information contained in them.)

Document Type	Location	Duplicated?	Where are duplicates held?
Personnel Files	HR Office	No but all essential data on SIMS	
Student Files	Held in Admin storage room in fire resistant cabinets	No, though most information is held on SIMS. Copies of documentation on LAC, students at risk etc would presumably be held by other agencies	With other agencies where applicable

Paper based records to be scanned into electronic files wherever possible e.g. Personnel documents.

Supporting policies/ procedures

- School Security Procedures
- Health & Safety Policy
- Fire emergency evacuation plan

Reviewing the plan

This plan will be reviewed annually by the Premises Manager

Any amendments will be presented to Finance and Premises sub-committee for discussion ready for ratification by full Governors.

Appendices

- A Incident Report Form