

Business Continuity Plan

**Completed before any incident
(see Incident Management Plan – for use during and
after an incident)**

2016-17

(based on model NCC Policy August 2011)



**SNETTISHAM PRIMARY SCHOOL
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Distribution List

Copy No.	Plan Holder	Job Title	Issue Date
1.	Nicola Darley	Headteacher	Feb 2017
2.	Emma Hunt	Assistant Headteacher	Feb 2017
3.	Andy Gee	Chair of Governors	Feb 2017
4.	David Clarke	Governor	Feb 2017
5.	Danielle Rodrigues	Governor	Feb 2017
6.	Darren Wing	Caretaker	Feb 2017
7.	Vickie Rose	Administrator	Feb 2017
8.			
9.			
10.			

All persons holding a plan should be aware that under the duties of the Data Protection Act 1998, this plan must be kept in a secure place, due to the personal details held within. The copy of the plan kept offsite should also be kept securely.

More information can be found at http://www.schools.norfolk.gov.uk/page_102.cfm.

Introduction

This plan sets out our school's business continuity management and emergency response arrangements and helps us be prepared for, and recover from, unexpected disruptions. Disruptions could relate to loss of buildings or access, utilities, communications or a shortage of staff for example.

The plan will be invoked where an incident is likely to cause serious disruption to the school, or where the school may need to deal with an unusual amount of attention by the public or media. An 'incident' can be defined as follows:

- An inability to carry out daily activities for any reason.
- Loss of life or serious injury to school staff, pupils, or members of the public on school premises.
- Significant structural damage to the building leading to possible closure.
- Other disasters / incidents, including those leading to adverse publicity / reputational impacts.

Should an incident occur, the school will consider whether it is a 'critical incident' – whether it will involve significant personal distress to a level over and above normal responses, procedures and coping strategies.

'Red Book' procedures would be followed if a critical incident occurs, and the Critical Incident Support Line contacted for advice and support. The school would also use the support framework in the 'Green Book', available at www.schools.norfolk.gov.uk. This can be accessed by clicking 'School Closures and Critical Incidents' then 'Critical Incidents' on the left hand menu.

Part one provides information that can be collated in advance of an incident to improve the resilience of the school and provide useful reference in the event of a disruption to 'normal' school life. This includes arrangements currently in place and an action plan providing direction over time as the school publicises the plan, keeps it up to date and improves the content as time goes on.

Part two provides essential contact numbers, process diagrams for closure and checklists for use in the event of an incident.

The plan should be read in line with the County Council Data Protection Policy, Business Continuity Policy and Records Management Policy.

Please note this plan refers only to our school. The procedures and critical activities have been discussed and agreed by the Senior Management Team.

A log book must be kept with this plan at all times.

Our Critical Activities

The school's critical activities, as detailed below, take priority for recovery following an incident because these activities, if not completed for any reason, would cause the greatest impact on the school community in the shortest time.

- Safeguarding of pupils and staff
- Teaching and Learning of pupils

Incident Management Structure

In the event of an incident these contacts make up the Incident Management Group and will be contacted as soon as possible.

Level One

Senior Staff/Management Team/Key Incident Management Team		
Name	Position	Role in an Incident
Nicola Darley	Head Teacher	Incident Manger
Emma Hunt	Deputy Head Teacher	Emergency Services Liaison
Nicola Darley	Headteacher	Children's Services Liaison
Andy Gee	Chair of Governors	Member of Incident Team
Vickie Rose	Administrator	Coordinating Group and Communications Liaison
Nicola Darley	Headteacher	Media Liaison
Danielle Rodrigues	Governor	Welfare Lead
David Clark	Governor	Pastoral Care
Darren Wing	Caretaker	Property Partner Liaison

The incident management group is responsible for:

- Long term strategy
- Funding issues
- Liaising with coordinating group (below)
- Providing adequate resources
- Press and media liaison
- Communicating with relevant bodies

Level Two

Where necessary, the Incident Management Group (above) will create a Coordinating Group including the following:

Coordinating Group	
Name	Position
Nicola Darley	Representative from Incident Management Group
07623912974	Critical Incidents Team
Claire Milner -Smith (County Hall)	NCC Communications Officer 01603 217809 Media Enquiry Desk 01603 228888
Keith Lewington (WNAT)	Academy Trust Property Officer
Mr Mark Fiitzpatrick (WNAT)	Academy Trust
Mrs N. Darley / Mrs E. Hunt	Incident Recorder

The coordinating group is responsible for:

- General management and coordination
- Liaison with emergency services, Children's Services
- Endorsing the approach of the operational group (below)
- Keeping a detailed log of the incident
- Presenting options to the Incident Management Group

The operational group includes teachers, teaching assistants, emergency services staff (if relevant) and estates staff.

When this plan is invoked, all staff must be notified as soon as possible.

A cascade system is in place for emergency closure etc. This is held by key members of staff. All staff and parents are entered onto a texting system which can be operated over the internet. SIMs information management system is accessible off site by the headteacher and administrator.

Nicola Darley – holds list of all staff and access to texting system
Vickie Rose – access to MIS , staff contact list and texting system
Emma Hunt– holds staff contact list

Level Three

The operational group (those 'on the ground') will:

- Assist with recovery of the school
- Communicate to and from Incident Management and Coordinating groups

Incident Liaison Points

Central Liaison Point for all incidents: school office

Alternative Liaison point: Head's Office

Incident Log Books are kept alongside this plan.

Telephone lines/messaging

School Office 01485 541274 – operates several extensions but all work off the same exchange. Answerphone which can have pre –recorded message and can be accessed remotely.

Normal Activities Action Plan

Objective 1.

Ensure awareness and communication of Business Continuity Plan

Target

In the event of an incident, management and coordinating groups could be formed quickly and easily

Action	Person(s) Responsible	Timescale	Resources required
Ensure all staff know details of Incident Manager/deputy	Headteacher or Ass. Head to put contact cascade into action. Inform WNAT	As soon as practical following incident	Text Service Contact List External Phone Line
Ensure members of both incident management and coordinating teams are aware of their roles and duties should the plan be invoked	Headteacher / Governors	Review yearly	Staff meeting time Review at Governor meeting
Efficient processes in place to contact all staff and parents where necessary	Text servicing Local Radio contacts Staff Cascade	In place now Review termly	Text Service Contact List
Media and parent briefing statement templates easily available	Headteacher or Ass Head	Purchase of Media Support package	Training received by Head

Promotion and curriculum activities

Plan shared with staff and governors and included in list of policies on website (without content and contact list)

Objective 2.			
Robust evacuation procedures and availability of alternative infrastructure			
Target			
In the event of an incident the school could be safely evacuated and critical activities continued at an acceptable level			
Action	Person(s) Responsible	Timescale	Resources required
Create an evacuation plan	Nicola Darley	Yearly review Termly practice	Meeting with Caretaker Staff Meeting Practice sessions
Create a shelter plan	Nicola Darley	Yearly Review	Arrangement for church to be used as shelter
Provision of alternative numbers for dial out in an incident	Staff members	Ongoing	Mobile Phones available if school phones inoperable
Relocation arrangements for critical activities	Staff Members	Ongoing	Snettisham Parish Church
Promotion and curriculum activities			

Objective 3.			
Build confidence in procedures through regular exercises			
Target			
In the event of an incident, staff and pupils would be clear on what to do and where to go			
Action	Person(s) Responsible	Timescale	Resources required
Regular evacuation drills	Headteacher Caretaker	Termly	Fire Drill Log Book
Debrief after each evacuation – what could be improved?	Headteacher Staff Caretaker	Termly	Log Book Records
Promotion and curriculum activities			

Objective 4.			
Regularly review plan to ensure it remains fit for purpose			
Target			
In the event of an incident, contact numbers, procedures etc are up to date			
Action	Person(s) Responsible	Timescale	Resources required
Check key contact numbers remain current	Vickie Rose	Ongoing	Parent Updates MIS
Ensure liaison points remain suitable	Nicola Darley	Ongoing	Review at least annually
Promotion and curriculum activities			

Objective 5.			
Others measures			
Target			
Action	Person(s) Responsible	Timescale	Resources required
Regular back ups of virtual information	Vickie Rose	Daily	WNAT Internet Remote Back up System
Promotion and curriculum activities			

Evacuation and Shelter Plans (Invacuation)

The Headteacher takes overall responsibility for evacuation plans and exercises. Fire alarm sound is: continuous High Pitch Siren (Hand Bell for EYFS Building)

Our school has an evacuation plan, kept alongside this plan, and ensures regular exercises to test and raise awareness of procedures.

The evacuation plan covers any requirement to evacuate the school building, the entire school site, part of a building or to an internal safe area from outside.

The school's shelter plan (invacuation) is designed for dealing with incidents such as bad weather, chemical accidents or threats from intruders. In the case of a 'lock down' doors will be locked as well as closed. Some schools are close to large industrial sites – and if you are you will have been approached about this. In the case of an incident at one of these sites do what the emergency services and site operator advise you to do. If you are advised to "Go In, stay in and tune in" then please do that. Do not contact parents and ask them to come to the school to collect children.

Our evacuation/fire procedures plan can be found in our Health & Safety Folder in the School Office.

Our shelter plan can be found in the same place.

Bomb Threat/Suspicious Package Checklist

The school has agreed a Bomb Threat Checklist.

This checklist is kept on the desktop of computers in Head's Office and School Office

Advice: Bomb threats are most likely to come through to publicised numbers.

Grab Bags

The school has agreed the contents of a 'grab bag' which would be used in the event of incident. The bag contains:

- A copy of this plan
- Red Critical Incident Plan
- Plans showing utilities
- Details of Text Messaging Service

ICT Back Up

It is essential to maintain suitable ICT back up arrangements in order to prepare for, and recover from, any loss of information.

Vickie Rose is responsible for regular ICT back ups

Information is backed up using the WANT remove service. Information from the office ,
Headteachers and curriculum server is backed up daily to a remote server accessible from
any computer with an internet connection.

Relocation Agreements

All venues have been consulted and have agreed to the use of their facilities as outlined
below. In the event of a disruption to our critical activities, as detailed above, we will
contact the following where appropriate to organise alternative provision.

The Headteacher takes overall responsibility for contacting appropriate locations.

In the event of an incident, following agreement by the Incident Management Team:

St. Mary's Church School Road Snettisham – evacuation and shelter	
Contact: Rev. Veronica Wilson 01485 570697	
Heacham Junior School Mrs Nicola Darley 01485 571013	
Premises available: <ol style="list-style-type: none">1. Main Hall2. Dining area3. Kitchens	Would allow delivery of: <ul style="list-style-type: none">• Classroom based lessons• Physical Education• SATs Examinations

Welfare Considerations

Our welfare lead in the event of an incident is: Danielle Rodrigues (Governor)

In the event of an incident the school is aware that actions to address associated trauma need to be taken immediately, and for this reason, our welfare lead is included in the Incident Management Team.

Over time, further action and support will be needed to reduce longer term effects on the emotional well being and achievements of both pupils and staff.

Feeling shocked and numbed or feeling a strong urge to talk are normal reactions of those thrown into a major crisis. The school will try to ensure that adults and pupils are able to make contact with those we and they trust.

Younger pupils particularly are best supported by people they know well i.e their families and school staff. Outside agencies can provide support and advice to those directly involved with the pupils.

The following details short, medium and long-term actions which will be considered by the school in the event of an incident (where appropriate). The school will take decisions with support from welfare experts.

Short-term considerations

- Organisation of pupil and parent reunions.
- Consideration of which pupils need to be briefed, how and by whom.
- Contacting outside support agencies, particularly Educational Psychology and CHUMS (child bereavement service).
- Arrangement a briefing meeting for staff as soon as possible.
- Arrangement of a debrief session for directly affected staff.
- Arrangement of a debriefing session for pupils, if appropriate.
- Ensuring procedures for monitoring staff and pupils are in place.
- Activation of strategies for allowing young people to express their feelings about the situation, if they wish.
- Contacting the families of those hurt or bereaved to express sympathy.

Decisions to be made may include:

- Who will give the news and what should be said?
- Whether to provide briefing notes for form tutors responsible for informing pupils, to ensure a consistent message.
- Will counselling be required, and how will this be achieved?
- What information needs to be given to parents so that they are informed of assistance and support available to them and their child?

Medium-term considerations

- Ensuring a member of staff makes contact with pupils at home or at hospital.
- Making sensitive arrangements for return to school.
- Arrangement of alternative methods of teaching, if necessary.

- Arrangement of support for affected staff.
- Arrangement of consultation so staff feel more able to support pupils.
- Clarification of procedures for referring pupils for individual help.
- Ensuring parents are kept informed.
- Consideration of attendance at funerals, taking the wishes of parents into account.
- Planning memorials and / or special assemblies.
- Ensuring monitoring procedures are in place and being followed.

Long-term considerations

- Introduction of strategies to continue monitoring vulnerable pupils and staff.
- Consultation and decision making over whether and how to mark anniversaries.
- Ensuring new staff are aware of the pupils affected and in what way.
- Ensuring new staff know how to obtain further help if necessary.
- Recognising that legal processes, enquiries and news stories may bring back distressing memories and cause temporary upset in the school.
- Consideration given to offering meetings for pupils and parents seriously affected by the incident. Advice and assistance can be offered through the Educational Psychology services and CHUMS.

In case of death / bereavement the school will consider:

- Providing something tangible at the school for all: book of condolence, flowers, collection, display of art work for remembrance.
- Holding a staff meeting with support agencies to discuss appropriate strategies for incident response and those affected.
- Plans to manage distress that may be caused by ongoing police / legal proceedings and media attention.
- Pupils that may need help in discussing their thoughts and feelings: how will this be done? Through the form tutor? Outside organisation?
- Closing for the day to allow people to attend the funeral
- Arranging transport for pupils to attend the funeral
- Whether pupils should be encouraged or discouraged from attending the funeral
- Whether there should be a memorial service at the school. If so, when?

In addition to those directly affected or involved in the incident, children and adults who are most likely to suffer distress as a result of the incident include those who:

- Are uninjured, but were at greatest risk.
- Directly witnessed death / injury / violence of the incident.
- Are siblings of those directly involved.
- Those who blame themselves.
- Those who are being blamed by others.
- Are experiencing instability at home.
- Have learning difficulties.
- Have pre-existing behavioural difficulties.
- Have previously suffered bereavement or loss.
- Have witnessed a similar incident or event before.

Communications in the event of an incident

Our Communications lead for ensuring parents and the school community are kept informed of developments (as well as liaison between Incident Management Team and Coordinating Group) is the Headteacher

1. West Norfolk Academy Trust (WNAT) can assist the school in the event on an incident. Our communications lead will contact the Media Support department for advice on 01603 224277.
2. WNAT will then contact the NCC Communications team who will send a representative to attend the coordinating group meeting if appropriate. Urgent signposting to relevant departments can be obtained through 01603 223905 or Critical Incident Line 07623 912974.
3. The coordinating group will agree a message for parents, pupils and other relevant parties and ensure the Incident Management Team is happy with it
4. Message will be disseminated to operational group and other relevant parties through a variety of media, for instance the school website, letters home, local radio.

School community communication and remote learning

Parents are contactable through our text messaging service and through local radio announcements as appropriate. Contact numbers for these are all on the Emergency Closure List.

Media Considerations

**Our Media lead and Spokesperson is Nicola Darley
Our Deputy Media lead and Spokesperson is Emma Hunt**

**The room designated for media briefings and press personnel is Head's Office
Our alternate room is Halls Room**

Templates for press holding and pupil and parent briefings are kept in filing cabinet in Head's room –'inset /publicity' file – Media Training'

The school has agreed the following guidelines in the event of an incident.

General advice/before the NCC Communications representative arrives

- No member of staff will talk to journalists alone. Rather, they will be accompanied by a colleague who can note what is said.
- Staff talking to the press will provide nothing more or less than the facts.
- Staff will provide a prepared statement rather than an interview.
- A later time to undertake an interview / issue a further statement will be arranged and this will be honoured.
- Personal information will not be released.
- No blame will be apportioned.

Other than the head teacher (or deputy headteacher) the rest of the Incident Management Team will not be directly involved in media communications

The school have agreed a template media holding statement, which can be used in the initial stages of an incident, until the NCC Communications representative arrives. This will be followed up with a more detailed statement as soon as possible.

Additionally, a template briefing for staff and parents has been agreed with staff. Both of these will be amended to suit the situation.

Advice: The reason for the rest of the Incident Management team getting less involved with the media is to ensure that they have time and space to take an overall strategic view of the incident as a whole.

In general, it is useful for the spokesperson to already have a good understanding of the incident and experience dealing with the media. The spokesperson role should be his or her top priority for the duration of the incident. The deputy will also need to be briefed in case the lead is unavailable.

In the event of a major incident the school will hold media briefings in cooperation with external agencies involved to keep the media updated. These briefings will be organised by the Incident Management Team and fronted by the school spokesperson.

Factual news releases may also be issued to support the process of informing members of the public with a direct interest in the incident.

Flooding

If a risk from flooding is imminent, advice would be taken from the Flood Risk Advisory / Environment Agency on whether to evacuate / close the school.

Rest Centre

The school is not a designated rest centre.

Fuel

Several members of staff would be able to travel into school by alternative means in the event of a fuel shortage.

The school would remain open if a suitable number of qualified teaching staff were available.

School Trips

All school trips are Risk assessed using 'Evolve' – NCC Educational Visit website.

For more information on Educational Visits please see the 'Travel and Visits' section on the Norfolk Schools website.

Debriefing

During and after any incident, it is vital that debriefs are held.

Some incidents will be lengthy, therefore it is appropriate to carry out regular debriefs to discuss the issues over the period.

The debrief will produce a number of issues requiring action or clarity. These must be acted upon as a priority.

The Headteacher from the Incident Management Team is responsible for organising debriefs.