Business/Service Continuity Plan
Procedure & Guidance

Documentation Information			
Reviewed by	A. Allford	**Last Reviewed**	November 2023
This document lays out the approach Ivanhoe School takes to this area/issue. It is not a policy, rather it seeks to establish some norms of practice to bring clarity and consistency. This document is not ratified nor reviewed on a cycle but is revisited as appropriate when there is a change in guidance at a Trust, local or national level			

Ivanhoe School is exposed to a large number of events which have the potential to cause major disruption to our services. Although such events are rare, it is important that we have in place plans to help us manage and recover from these situations as they arise. Not only is this good practice, it is also considered essential for an organisation responsible for delivering high quality education to the community.

One of the problems in planning for a disaster is that it is impossible to predict what that disaster might be or when it might happen. Past experience has identified some potential threats that have caused disruption to education services, including infectious diseases, flooding and storm damage, fire, civil unrest, and outbreaks of animal disease in rural areas.

In developing these plans we need to be mindful of any particular vulnerabilities or risks to which our school is exposed.

Rather than developing many plans to deal with every foreseeable eventuality, our plan is structured around the concept of failure or loss of access to the key resources we need to provide our services.

This means, irrespective of the cause, our plan focuses upon the loss of data, IT and communication systems, teaching spaces and equipment, office workspaces and facilities, and our human resources. In this way, regardless of whether the adverse event is a major fire, a bomb, or covid epidemic, we have plans in place to effectively manage the loss of the affected resource.

The objectives of the plan are to ensure that, should an adverse event occur:

- We continue to protect the health, safety and wellbeing of our staff, students and users of our facilities.
- We continue to provide critical services to our students
- We achieve full, effective and efficient restoration of all services
- We communicate in a clear and timely manner to all our stakeholders
- We protect and enhance the reputation of our school

The plan does not provide a definitive list of all actions needed to be taken during an adverse event affecting our continuity, however, by producing, maintaining, and testing the plan, we will be more prepared, and will enhance our own capabilities in order to protect the school, our students and stakeholders, and recover in a more efficient and effective manner.

The **Service Continuity Plan (SCP)** is maintained through the full support and endorsement of the Governors, Head Teacher and Senior Leadership Team.

Ivanhoe School is part of the LiFE Multi Academy Trust

inspiration innovation integrity

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Date of release	Approved by	Brief description of change
April 2013		V1
May 2017		Review and update of named persons
May 2018		Review and update of named persons
Feb 2019		Review and update of named persons
Jan 2020	TW	Review and update of named persons
November 2023	AA	- Reference to covid epidemic - Reference to Heads PA (singular) - Reference to Emma Cresswell as Deputy Head and Adam Perkins as Deputy DSL in chain of command - Additional reference to home learning - Addition of Laura Tickle and Adam Perkins in CMT Contacts - Reference to LiFE MAT

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1. When & how to initiate the Service Continuity Plan (SCP)

What constitutes a serious adverse event?

A serious adverse event is;

Any event that results in the failure or loss of a key resource and which maintains the potential to cause total loss or severe disruption to the work activity of a section or whole of the school for more than 2 working days.

Note 1: It may not be apparent at first, how long the serious adverse event or loss of resource will endure. If in doubt, the **Crisis Management Team** will decide, based on the information available, on the extent to which the SCP needs to be activated.

Note 2: Although the full SCP may not be activated, the plan may still help to reduce the disruption to work activities that may be caused by any number of more minor events.

Recovery objectives and priorities

The recovery objectives and priorities of this plan are based upon the nature of our business, and have been developed in direct accordance with the results of a service impact analysis. The service impact analysis was conducted to provide a specific insight into the criticality of the different components of the school, and to ensure that our response to an adverse event which may affect continuity is efficient, effective and is focused entirely in accordance with the needs of the school, its students and our stakeholders.

In the event of the need to invoke the service continuity plan, our recovery strategy will generally be based upon the following priorities:

Primary
- Teaching activities and classroom accommodation
- Information Technology and Communications
- Wellbeing facilities
- School transport
- Finance and Account Management, Human Resources

Secondary
- Caretaking and Maintenance
- Catering
- Office Services

Tertiary
- Trips and visits, access to shared facilities e.g. sports.
- Venue hire to community users

(The priority of some areas may be variable depending upon which part of a curriculum cycle an event occurs in e.g. accommodation is most critical during term time).

Recovery is based upon a;

(48 Hour) Short term; Recover, Relocate or Close Plan designed to recover the most critical processes, to temporarily close the school, provide online learning or to provide alternative temporary accommodation.

(10 Day) Disaster Recovery or Temporary Accommodation Plan which will be invoked on completion of the 48 Hour Plan to recover all other processes.

Plan Initiation – serious adverse events occurring during normal working hours

The first consideration should be to the welfare of our staff, students and visitors. Existing emergency response and evacuation procedures should be followed for any event requiring building evacuation signalled by an alarm or on instruction by the emergency services.

For all types of adverse event, the person becoming aware of the situation should report their concerns immediately to Head Teacher or their nominated Deputy or a member of SLT.

After evaluation if the information available indicates that the incident might constitute a serious event resulting in severe disruption of service, then the Head Teacher or Deputy or a member of SLT should immediately initiate the Crisis Management Plan (CMP).

A critical service analysis (see appendix 8) will be prepared by the lead CMP Manager to indicate which resources, assets etc must be maintained or recovered (by when) to allow the service continuity plan to function. This will be maintained and regularly updated by the Headteacher.

Plan Initiation – Serious adverse events arising outside of normal working hours

If the serious adverse event arises outside of normal working hours, then it may be discovered by the first employee arriving on site. In these situations, the employee should immediately notify the Headteacher or Deputy or member of SLT. If neither are available, then their own line manager should be notified.

Once notified, if the information available indicates that the serious adverse event might result in the failure or loss of a key resource and which will cause total loss or severe disruption to the work activity of a section or division of the school, then the section Manager or Deputy should contact a member of the Crisis Management Team (see below).

Incident log / Disruption to Service Form (Appendix 5).

 A log recording, the sequence of events, with times and records of actions taken must be maintained throughout the management process.

Testing and Maintenance of the Plan:

Key components of the plan will be tested on an annual basis, or sooner if significant changes to the school, or its services are made. These tests will range from undertaking simple desk top scenario-based exercises through to more complex simulations involving non-notice activation of the plan.

Records of all tests will be maintained, and the results of the tests routinely analysed and used to make improvements to the plan.

Recording of Adverse Events

All adverse events which result in, or at least created the potential for, **significant** disruption to service for a period of more than 1 day will be recorded and reported using the Disruption to Service Record Form (see Appendix 5). All events will be investigated and analysed, and used to improve the robustness of the organisation and its response to such incidents where possible.

2. Crisis Management Team – CMT

Role of the CMT

The role of the CMT is to minimise the impact of the serious adverse event on people, the environment, and the activities of the school. They are responsible for assessing the potential impact of the event, and for directing the implementation of the service continuity plan. Decisions will be made by the team regarding the level to which the plan needs to be implemented depending on the nature and scale of the event.

Membership of the CMT

Permanent members of the CMT will be namely:

Job title: Headteacher
Deputy Headteacher
Assistant Headteachers
Heads PAs

Depending on the type and nature of the adverse event, other members of staff may be required to provide advice to the CMT. Not exclusively, this may include:

Job Title: ICT Network Manager
Operations Co-ordinator
Facilities Manager
Premises Officer
Subject Leader
LiFE MAT Colleagues

Contact details for the individuals listed above are contained in Appendix 4.

Formation of the CMT

The CMT will convene at an agreed location at the earliest opportunity. As a benchmark, this should be within 2 hours of the original notification being received.

Those members who are unable to attend in person will dial in using conference call facilities if available (see Appendix 3 for conference call arrangements).

The CMT meeting location may be influenced by the location and type of adverse event which has occurred. Although not limited to the following, the CMT may be convened at one of the locations detailed below in the event of Ivanhoe School building being inaccessible or unsafe:

Willow House, Ivanhoe School, 2 North Street, Ashby De La Zouch LE65 1HX
01530 412756 ext 260
if the site was accessible
or
Hood Park Leisure Centre
01530 412181 Adam Knight
Else
Ashby School, Nottingham Road, Ashby De La Zouch, LE65 1DT
01530 413748
Head Teacher

3. Roles and Responsibilities

Identity of people with a role in operating the plan.

Role	Details of Responsibilities	Person post identified for role
Incident Manager	Invoke the communication plan	Head Teacher
Press Officer	Managing Press	Heads PA via LA Crisis Line
Information Technology Coordinator	Update website, parent and staff text, email and local radio station(s) to provide information to parents guardians, staff and governors.	Heads PA
Parent Liaison	Decide what needs to be communicated to stakeholders – issue and outcome.	Deputy Head Teacher
Administrators/Office Staff	All Staff communication, communication with emergency services, premises staff, contractor services, recording of actions and events. Initiate recovery plan.	Heads PA
Pupil Supervision	Ensure all students are adequately and appropriately supervised and informed	Deputy Head Teacher and Assistant Head Teachers

4. Communication Plan

Liaison and Communication with the Emergency Services

If the emergency services are involved in the adverse event, then the CMT will appoint an individual from within its membership to act as a liaison officer.

Communicating with employees

At the earliest opportunity, all staff should be provided with information regarding the adverse event, and instructions on further actions to be taken. CMT should arrange for a message to be sent to all staff informing them of the adverse event and perceived impact on the operational effectiveness of the school.

If the adverse event has arisen during normal working hours, then a staff briefing should be held at a suitable place within the site.

If the adverse event occurs outside of normal working hours, then staff should be contacted on their home numbers or mobiles using the text and email communication system.
Contact telephone numbers have been circulated to all relevant managers.
All staff that are affected but are off-site for any reason should also be informed of the adverse event without delay.

If the decision is taken to send staff home, or to wait at home while the situation is assessed, then arrangements should be made to contact them again within a specified time period to provide an update and fresh instructions. The text/email communication system should be used.

Communicating with Students, Parents and Guardians

CMT will develop a message to be communicated to students and others and instruct appropriate individuals within the organisation to communicate these messages. This will include a statement posted on (the school website) and information to local radio stations and other media as well as newsletters or other written information.

Information to be communicated may include:

- Information on the adverse event and perceived impact on the operational effectiveness of the organisation.
- Action being taken to recover services.
- Advice and instructions on closure, alternate arrangements / temporary procedures/online learning.
- A commitment to keep informed and the schedule for further updates on communications.
- All messages should be referred to the CMT and authorised by the incident manager, and copies retained.

Responsibility for maintaining contact details

Responsibility for maintaining up-to-date contact information for staff, students and others is as follows (Note: All contact information must be accessible outside of office hours):

- STAFF – Heads PA
- STUDENTS – Data Manager

Communicating with other stakeholders

CMT will identify other persons and organisations who need to be informed of the event and will appoint a member of staff to keep these persons informed.

It will be the responsibility of Heads PA / Operations Coordinator.

To maintain contact details of (e.g.):

- LiFE MAT Operations Team
- Insurers
- Transport
- Other users of site facilities
- Equipment and service, maintenance suppliers
- Finance, payroll, HR and banking
- Current IT suppliers (infrastructure, hardware and software) and consultants relevant to IT performance and its efficient functioning.

Operations Co-ordinator will be responsible for making contact / notifying the relevant insurance companies and for collating the information required to lodge a claim under any relevant insurance policy.

Communicating with the Media

The CMT will appoint one person (usually Heads PA) from within its membership to liaise with, and answer any requests for information provided by the media. CMT will liaise with LiFE MAT Central team if needed.

In recognition of the importance to communicate a clear, concise and consistent message at a time when many of our stakeholders may be concerned with our operational effectiveness, all staff should refrain from answering any media enquiries, and instead, refer those enquiries directly to the appointed CMT member.

5. Staff and Student Welfare Issues

Support during recovery process

SLT link managers will be responsible for co-ordinating and advising the CMT on staff and student support requirements during any service recovery operation. Issues that may need to be considered include (but are not restricted to):

- The provision of welfare services.
- Flexible and home working arrangements.
- Home learning resources
- Alternative transport arrangements.
- Website and internet information provision and support.
- Exceptional staff expenses (travel, subsistence etc).

6. Service Recovery Plans

On the following pages are plans and activity checklists associated with recovering the service in the event of the loss of one or more of the key resources required to provide our services.

An adverse event may impact on one key resource, or it may impact on several at the same time.
The type and nature of adverse event being experienced will directly influence the course of action we take to recover the service. In certain circumstances it will be necessary to recover the service in phases (short / medium/ long term). The priority for service recovery will be based upon the criticality of the service or function to the provision of our key services as mentioned previously.

Plans are developed around recovery of operations in the event of loss of the following key resources:

- IT systems, data and communications
- Teaching space, Workspaces and office support systems / facilities / physical assets and equipment
- Staff resource

7. IT System Recovery

Loss of IT Systems
ICT systems are critical to the operation of the school and critical functions must be recovered within (48hrs) of any significant loss. Full recovery will take place within (10) days.

Development of a '48 Hour ICT Disaster Recovery Plan' to recover the most critical service processes and a separate '10 Day ICT Disaster Recovery Plan' is the responsibility of ICT Network Manager and contains the following elements;

- Identification of critical and secondary ICT needs.
- Arrangements for managing the complete loss of all or part of the system within the school and recovery of ICT systems for staff relocated into other areas, alternative sites, or working from home. This presumes that no equipment or material of any kind is available from the lost area.
- A strong backup policy that provides a complete backup, on at least a daily basis.
- A detailed plan for restoring power, equipment, software, data, communications, and ancillary equipment to the identified locations within specified times.

8. Accommodation and Office Support Systems Recovery

Relocation

In the event that any space cannot be accessed for a period of time the following space recovery plan will be invoked:

Short term plan:

- Relocate within the site where possible
- Close the site for up to 2 days (term time)
- Relocate to Ashby School (previously agreed partner site)
- Relocate student groups to partner site if/as required
- Provide temporary accommodation and equipment on site
- Use home working where possible and where appropriate staff flexible working.
- Seek support from LiFE MAT central team.

Medium / long term plan:

CMT will be responsible for assessing the situation and where necessary make arrangements for more permanent relocation

- Arrange redirection of telephone numbers
  - Managers will be responsible for providing information on the numbers to be redirected.
- Arrange redirection of mail
- Arrange supply of additional furniture or equipment
- Continue ICT recovery
- Arrange transport
- Plan for reoccupation of restored site
- Involve LiFE MAT central team

9. Human Resource Recovery

Loss of people/ human resource is perhaps the most difficult type of loss to plan for as skills, knowledge and experience cannot be easily replaced, particularly in a short space of time.

Below are listed a number of key actions needed to reduce the risks associated with significant loss of human resource and mitigate against the impact of such an occurrence on the operational effectiveness of the school.

Planning actions prior to the adverse event

Ensure that critical jobs and functions have been identified within each area, and that adequate numbers of staff have the knowledge, skills and experience to perform these critical jobs and functions and thereby maintain the provision of the critical services.

Ensure that a number of key staff have the skills, resources and relevant authorisations in order to work from remote locations. Mobile communication devices and access to relevant information to allow for service delivery are critical components of the resource requirements.

Actions to be taken / considered in the event of a significant human resource shortage:

- Overtime payments or time off in lieu will be offered as appropriate.
- Temporary redeployment of staff between partner or buddy sites.
- Temporary reallocation of work activities within the school.
- Temporary employment of agency staff / contractors and associate consultants.
- Prioritisation of work activities.
- Temporary suspension of non-essential work activities.

Chain of command in the event of loss of critical roles

Safeguarding – DSL, Deputy DSLs (in order of: E. Boussida, A. Allford, E. Cresswell, M. Konig, S. Lane, V. Sharpe, A. Perkins)
Education (including exclusions/allegations) – Headteacher, Deputy Headteacher, Assistant Headteacher (E. Boussida), Assistant Headteacher (S. Lane), Assistant Headteacher (M. Konig), Associate Assistant Headteacher (A. Perkins)
Premises – Facilities Manager, Operations Coordinator

10. Infectious Disease / Adverse Events

For adverse events such as a pandemic and other infectious diseases / viruses, the following measures may also be considered / implemented:

- Seek advice from PHE and the LA
- Staff will be instructed to stay at home if they are ill, or displaying certain symptoms to suggest they are becoming ill and are likely to spread the infection.
- Non-essential internal and external meetings / forums / training courses will be postponed, or where possible, held using remote electronic communication methods (web meetings, conference calls etc).
- Flexible working arrangements will be introduced on a case by case basis to cater for a temporary change in individual staff's personal circumstances (e.g. provision of care to ill family member).

11. Appendix 1 — Checklist of Actions: Crisis Management Team

Before the Event / Planning & Preparation

- Ensure all contact details are available, up-to-date and accessible at all times.

During an adverse event

- Establish contact and lines of communication with other CMT members.

- Evaluate the impact of the adverse event and decide on the extent to which plan will be invoked.

- Direct actions of appropriate managers and staff to implement the crisis management and recovery plans.

- Nominate a person to liaise with emergency services (as necessary).

- Nominate a person to liaise with the media (as necessary).

- Nominate a person to liaise with LiFE MAT central team

- Develop and agree on internal communications / messages (to affected staff)

- Nominate a person to act as focal point for internal communications in relation to the adverse event, and provide regular news updates as required.

- Develop and agree on external communications / messages to students, parents and guardians, external stakeholders (governors, partners, suppliers etc).

- Nominate a person to act as focal point for external communications in relation to the adverse event, and provide regular news updates as required.

- Nominate a person to co-ordinate and arrange the transfer of telephone numbers.

12. Appendix 2 – Checklist of Actions: Governor Duties

Prior to an adverse event:

- Premises evacuation procedures have been developed, communicated to all staff, and practiced at least every 6 months.

- Staff are aware of contact details for Head Teacher and Deputy and on discovering an adverse event.

- Contact details for all associated staff members are held by relevant Managers and Deputies, with copies securely held off-site. To include office numbers and out of office contact details.

- Ensure contact details for students and other relevant stakeholders are available, with copies securely held off-site.

- Contact details of all associated staff members, students and other relevant stakeholders are updated at regular frequencies.

- Paper based files are stored in appropriate filing cabinets and the cabinets are closed out of hours (fire protection for files).

13. Appendix 3 – Virtual Meetings

- Teams or Zoom to be used to startegise in the event of face to face meetings being impossible

- To communicate in a discussion as a group (some members may 'teams' in and be a hybrid meeting)

- An alternative is to use WhatsApp

14. Appendix 4 – CMT Contact Details

CMT Contacts

Permanent members of the CMT will be the (senior leadership team), namely:

Head Teacher	Alison Allford	a.allford@ivanhoe.co.uk
Deputy Head Teacher	Greg Bellmore	g.bellmore@ivanhoe.co.uk
Deputy Head Teacher	Emma Cresswell	e.cresswell@ivanhoe.co.uk
Heads PA	Julie Sparrow	headspa@ivanhoe.co.
Chair of Governors	Mary Webster	m.webster@ivanhoe.co.uk

Depending on the type and nature of the adverse event, other members of staff may be required to provide advice to the CMT. Not exclusively, this may include:

Assistant Head Teacher	Sarah Lane	s.lane@ivanhoe.co.uk
Assistant Head Teacher	Mel Konig	m.konig@ivanhoe.co.uk
Assistant Head Teacher & DSL	Emma Boussida	e.boussida@ivanhoe.co.uk
Associate Head Teacher	Adam Perkins	a.perkins@ivanhoe.co.uk
Facilities Manager	Ben Duncombe	b.duncombe@ivanhoe.co.uk
Premises Officer	Craig Pearson	c.pearson@ivanhoe.co.uk
Premises Officer	Ricky Jones	r.jones@ivanhoe.co.uk
ICT Manager	Craig Wardle	c.wardle@ivanhoe.co.uk
Operations Co-ordinator	Laura Tickle	l.tickle@ivanhoe.co.uk

15. Appendix 5 — Disruption to Service Record Form

To be completed by the Incident Manager to record all incidents which result in significant disruption to service for a period of more than 1 day.

Date start of incident		Time start of incident	
Date restoration of normal service		Time restoration of normal service	

Describe incident:

Describe impact on service:

Summarise actions taken to restore normal service and to minimise impact:

Incident debrief completed on (date):	

Persons included in debrief:

Actions arising from debrief	Responsibility for implementation	Date for completion

All completed forms to be sent to Chair of Governors.

16. Standard Messages and Communications

For Example:

Nature of Incident, outcome, measures in place to resolve situation, when and how an update will be provided. Date and time

It is practice that the major crisis line LCC is contacted immediately and advice taken with reference to the incident and the communication to be made

0116 305 5400
businesscontinuity@leics.gov.uk

Emergency Contact Details
0116 305 6101
emergencymanagement@leics.gov.uk

Methods of Communications will be via:

- WEBSITE STATEMENT
- PRE RECORDED TELEPHONE MESSAGE
- ARBOR
- EMAIL
- NEWSLETTER TO PARENTS AND GUARDIANS
- MEDIA INFORMATION ARRANGEMENTS AND STANDARD STATEMENT
- LETTER TO PARENTS PROVIDING INFORMATION ABOUT THE INCIDENT AND ITS EFFECTS
- SOCIAL MEDIA WITH REFERENCE TO WEBSITE

17. Appendix 7 — Critical Service Analysis

Resource / Areas to look at	What is required to provide Minimum Service	If not available • How would we get it • What would we do instead	Who would manage it	Actions needed to enable
Space	Dependent on student numbers and curriculum.	Utilise nearby sites else hire of porta cabins	CMT	Review availability and respond accordingly within this policy.
Utilities	Water	As above	CMT	Review availability and respond accordingly within this policy.
Skills	Managers, building knowledge teaching and supervision skills	Agency / bank staff, shared staff from associated sites.	CMT	Review availability and respond accordingly within this policy.
Resources	Building and basic teaching resources, online teaching resources	Use nearby sites and ensure funds are available to provide the minimum requirements. Ensure staff have prepped online teaching resources	CMT	Review availability and respond accordingly within this policy.