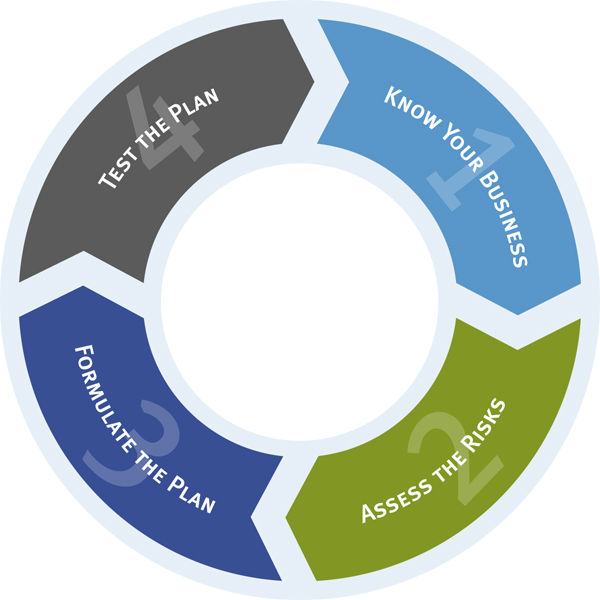
**POWYS COUNTY COUNCIL**

**SCHOOL**

**BUSINESS CONTINUITY PLAN**

***Ysgol Maesyrhandir School***



|  |  |
| --- | --- |
| **Plan Owner:** | Alison Ellis |
| **Plan Author:** | Alison Ellis |
| **Date of Implementation:** | 16-03-2020 |
| **Review Date:** | March 2021 |
| **Version:** | 1 |

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# DATA PROTECTION

The data contained in this plan document are reproduced for business continuity purposes only. In order to comply with the General Data Protection Regulation, the storage, distribution, use and disposal of this plan document must be controlled by the Plan Owner. The Plan Owner must ensure that this document is reviewed regularly to ensure that contact details are accurate and up to date and to securely delete and/or destroy old versions when revised details are issued. Should this plan be shared outside of Powys County Council all personal details must be redacted.

# PURPOSE

The objective of this plan is to maintain or recover the critical services and activities at Masyrhandir School in the event of a major disruption. This plan will assist the school in ensuring that it is fully prepared to cope with any incident that may arise and providing a continued education and place of safety for the learners, staff, and visitors/

This business continuity plan will enable Maesyrhandir School to fulfil its obligations to:

* Protect the vulnerable, including learners and staff;
* Support the work of the Emergency Services;
* Maintain business continuity when faced with any disruptive challenge.

This will be achieved through:

* Effective planning and preparation;
* Establishing roles and responsibilities;
* Working towards a confident and controlled incident response and recovery;
* School wide training and awareness needs.

It is the responsibility of every member of staff and school personnel to be familiar with the plan and its contents, the plan will be regularly reviewed and kept up to date in order to fulfil the above obligations to a high standard.

This business continuity plan complements (but does not replace) existing procedures from Powys County Council. Should there be a highly significant disruption impacting on one or more schools the Powys County Council Corporate Business Continuity Plan may be activated.

**This business continuity plan should be used alongside the Powys County Council Business Continuity Guidance Document.**

# PLAN DISTRIBUTION LIST

This plan should be treated as a secure document and its contents kept confidential at all times.

|  |  |  |  |
| --- | --- | --- | --- |
| Copy Number | Name | Position | Email Address |
| 001 | Greg Thomas | Project Officer (Events/Civil Contingencies) | greg.thomas2@powys.gov.uk |
| 002 | Lynette Lovell | Powys County Council Schools Service | lynette.lovell@powys.gov.uk |
| 003 | Susan Hill | Chair of Governors | susan.hill11@yahoo.co.uk |
| 004 | Alison Ellis | Head Teacher | head@maesyrhandir.powys.sch.uk |
| 005 | Rhoanne Clark | Assistant/Deputy Head Teacher | clarkr@maesyrhandir.powys.sch.uk |
| 006 | Alison Ellis | Designated safeguarding lead | head@maesyrhandir.powys.sch.uk |
| 007 | Caroline Bufton | Deputy Designated safeguarding lead | [caroline@maesyrhandir.powys.sch.uk](mailto:caroline@maesyrhandir.powys.sch.uk) |
| 008 | Rhoanne Clark | Deputy Designated safeguarding lead | clarkr@maesyrhandir.powys.sch.uk |
| 009 | Linda Rowe | Business Continuity Champion | office@maesyrhandir.powys.sch.uk |
| 010 | Mike Davies | Caretaker/Site Manager | mikedavies@maesyrhandir.powys.sch.uk |

# EMERGENCY GRAB BAG

The Emergency Grab Bag for Maesyrhandir School is located in the office. In the event of an emergency or plan activation Linda Rowe will be responsible for collecting the Emergency Grab Bag.

# CRITICAL SERVICES OR ACTIVITIES

|  |  |  |  |
| --- | --- | --- | --- |
| Critical Service/Activity | Recovery Time Objective | Service Details In particular – what should be maintained or recovered in the event of disruption. | Responsible Person |
| Teaching | 3 – 5 days | Deliver the requirements of the National Curriculum (Foundation to Key Stage 4) including the duty to provide 190 days education. | Alison Ellis |
| Teaching Support | 10 days | Assist in the education of learners and running of establishment services. | Rhoanne Clark |
| Maintain site safety and security | 1 day | Provision of suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care requirements, health & safety legislation etc. | Alison Ellis |
| Catering | 1 day | Provision of free school meals to national standards. | Jason Rawbone |
| Administration | 5 days | Administer key administrative functions, e.g. admissions, correspondence, financial management etc. | Linda Rowe |
| Coursework | 1 month | Safe keeping of pupil work including electronic documentation and other physical items. | Rhoanne Clark |
| Records | 1 month | The keeping of suitable records in relation to staff/learners and general administrative functions, e.g. learner attendance. | Linda Rowe |
| Cleaning | 5 days | Carry out general cleaning such as toilets, waste collection and removal. | Mike Davies |
| Property and equipment maintenance | 1 month | Ensure the long term functionality of all buildings, plant and equipment. | Alison Ellis |
| Extended Services | 1 month | Extended services may include Breakfast Clubs, After School Clubs, Children’s Centres, hiring of rooms/halls etc. | Alison Ellis |
| Statutory Safeguarding and Child Protection responsibilities and duties. | 1 day | Enable the school to comply with statutory safeguarding and child protection duties | Alison Ellis |
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# POSSIBLE DISRUPTIONS

|  |  |  |  |
| --- | --- | --- | --- |
| Possible Disruption | Impact (A) | Likelihood (B) | Risk Rating (A x B) |
| Loss of staff (industrial action, flu pandemic, seasonal flu) | 4 | 3 | 12 |
| Loss of premises – partial or total (fire, flood) | 4 | 1 | 4 |
| Loss of utilities (power, water, sewerage, gas, phones) | 3 | 3 | 9 |
| Loss of ICT (server failure, power, virus, cyber-attack) | 3 | 3 | 9 |
| Local hazards in the area e.g. railway line, motorways, industrial sites etc. | 3 | 1 | 3 |
|  |  |  |  |
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**Impact – how serious the disruption might be as a result of this threat.**

1 – Insignificant

2 – Minor

3 – Moderate

4 – Major

5 – Catastrophic

**Likelihood – the chances of this threat happening.**

1 – Rare

2 – Unlikely

3 – Possible

4 – Likely

5 – Almost Certain

# INCIDENT MANAGEMENT PLAN

The purpose of the Incident Management Plan is to make sure the right people come together, in the right place, at the right time, to take control of any disruption to the school.

**7.1. Overall Responsibility**

The following will take overall responsibility of the school’s response to an incident and bring together the Incident Management Team.

**7.2. Key Staff**

The following should be contacted to form an Incident Management Team who will carry out the actions required to maintain or recover critical services/activities. This list should include some of those listed as responsible persons in the list of critical services/activities.

|  |  |  |
| --- | --- | --- |
| Name | Role | Contact Details |
| Alison Ellis | Headteacher | head@maesyrhandir.powys.sch.uk |
| Rhoanne Clark | Deputy Headteacher | clarkr@maesyrhandir.powys.sch.uk |
| Charlotte Whitley | Deputy Headteacher | charlot@maesyrhandir.powys.sch.uk |
| Linda Rowe | Senior Administrator | office@maesyrhandir.powys.sch.uk |
| Stacey Huffer | KS2 LSA | stacey@maesyrhandir.powys.sch.uk |
| Mike Davies | Caretaker | mikedavies@maesyrhandir.powys.sch.uk |
| Alison Ellis | Designated Safeguarding Lead | head@maesyrhandir.powys.sch.uk |
| Caroline Bufton | Deputy Designated Safeguarding Lead | caroline@maesyrhandir.powys.sch.uk |
| Rhoanne Clark | Deputy Designated Safeguarding Lead | clarkr@maesyrhandir.powys.sch.uk |
|  |  |  |

Roles and responsibilities of key staff are listed in Appendix 3.

**7.3. Location**

If possible the Incident Management Team will meet in the Head teacher’s office at Maesyrhandir School. If premises are inaccessible the Incident Management Team should meet Newtown High School.

**7.4. Recording**

An Incident Impact Assessment Log and Incident Log must be opened as soon as this plan in invoked. These are enclosed as Appendix 1 and 2.

# GENERIC ACTIONS

This action list assumes that all immediate emergency actions such as evacuation have taken place according to existing school procedures.

|  |  |
| --- | --- |
| Action | Considerations |
| Assess the situation:   * Survey the scene. * Contact the emergency services if still on site.   Assess the scale, severity, duration of the incident and its likely impact of the school’s critical services and activities (see Section 5). | What do you need to help you manage your recovery?  Are there any key milestones or statutory deadlines approaching? |
| Establish an Incident Management Team contact point for all personnel. | This may be a physical location or a phone number. |
| Allocate specific roles as necessary (see Appendix 6). | For example: site liaison, staff communications, log keeping. |
| Ensure a log of key decisions and actions is started and maintained throughout the incident (see Appendix 1 and 2). | Record all financial costs. |
| If there is time and it is permitted by the emergency services, consider the recovery of vital assets/equipment to enable delivery of critical school activities. | In particular:   * Paper files. * Coursework. |
| Notify the relevant stakeholders:   * Powys County Council; * Staff; * School Governors. | Notify them of your:   * Assessment; * Arrangements for keeping in contact. |
| Agree with Powys County Council who is making arrangements for:   * Communication to parents/carers; * Establishment of an internal and/or public helpline; * Public communication and media handling; * Insurance; * Site security (including turning off utilities). | Key contacts at Powys County Council are listed in Appendix 2. |
| Plan how critical services and activities will be maintained or recovered, using the prepared business continuity Action Cards (see Section 9). Appendix 7 lists the resources required to recover critical activities. | If none of the prepared Action Cards are appropriate, the Incident Management Team will need to create actions on the day. |
| Agree with Incident Management Team and stakeholders dates/times of future updates, meetings, reviews, and communications. | Commonly known as the “battle rhythm” |

*It would be useful to maintain an emergency box or grab bag. See the guidance document for further details.*

# ACTION CARDS

As part of the business continuity planning process, Maesyrhandir School has created a number of prototype Action Cards for specific disruptions. If none of these are appropriate for a specific event, the Incident Management Team will create actions on the day.

|  |  |
| --- | --- |
| INCIDENT: LOSS OR SHORTAGE OF STAFF AND SKILLS | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
| Scale down and/or suspend non critical activities, to focus on identified critical activities. | See Section 5. |
| Use of temporary staff from an external source (supply teacher agencies). | New Directions/ Regular Supply List |
| Redeployment of staff from other less critical services/activities to more critical areas. | May require multi-skilling to ensure that staff are capable of undertaking different roles. |
| Using different ways of working to allow for reduced workforce, this may include:   * Larger class sizes (subject to staff/learner ratio); * Use of teaching assistants); * Deploy remote learning programme; * Pre-prepared materials that allow for independent learning. | It is advisable to maintain lists of minimum staff numbers for critical services/activities. |
| Using mutual support arrangements with other schools. | Schools within the Newtown cluster |
| Changes to working conditions (staff working longer hours, part-time staff working full-time). | Ensure staff management issues are considered, i.e. working time directive, job description flexibility and contractual requirements etc. |

**Notes:**

* During staff redeployment, thought should be given to the level of skills, knowledge and qualifications that will be required (including the need for DBS checks). If in redeploying staff a degree of risk is incurred, actions should be taken to mitigate that risk (briefing, budding up, work instructions, increased supervision).
* If the cause of staff loss is Flu Pandemic, there will be further advice and guidance from Public Health Wales, Powys County Council and the Local Resilience Forum (e.g. on infection control, antiviral drugs, persons at risk, school closure, vaccination).

|  |  |
| --- | --- |
| INCIDENT: LOSS OF PREMISES OR LOSS OF UTILITIES | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
| If loss of premises is partial, scale down and/or suspend non critical activities and focus on critical activities. Critical activities redeployed to premises still in operation. | See Section 5. |
| Deploy emergency generator for power loss. | HOWPS |
| Temporary/emergency heating solution. | Heart of Wales Property Services  0333 222 5913  schools@howps.co.uk |
| Temporary/emergency water supply. | Heart of Wales Property Services  0333 222 5913  schools@howps.co.uk |
| If relocation is necessary: |  |
| Using mutual support agreements with other schools. | Newtown Cluster Schools |
| Using pre-agreed arrangements with other premises in the community (libraries, leisure centres, colleges, community halls) | Local premises as advised by LA as approved |
| Hire in temporary quick-assemble accommodation (portakabins). | Heart of Wales Property Services  0333 222 5913  schools@howps.co.uk |
| Special requirements for temporary accommodation:   * Public access requirements; * Special access requirements. | Wheelchair acess  Cordoned off from access to general public |
| Off-site activities (swimming, physical activities, school trips) | Local facilities as approved |
| Deploy remote learning programme. | Type/quantity of learning materials available, how quickly can this be instigated, parent/learner communication? |

|  |  |
| --- | --- |
| INCIDENT: INCLEMENT WEATHER | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
| Named staff member to monitor the Met Office/Natural Resources Wales weather warnings. | [www.metoffice.co.uk](http://www.metoffice.co.uk)  [www.naturalresources.wales](http://www.naturalresources.wales) |
| Assess the impact of weather all services/activities (teaching operations and school administration). | If staff numbers is be an issue, refer to shortage of staff and skills action card. |
| Deploy school gritting procedures. | List of required equipment and minimum resources enclosed in Appendix 7.  Grit bins and shovels |
| Special arrangements needed to ensure examinations can still take place (or reassurance to learners if this is not possible). | N/A |
| Emergency arrangements should learners/staff become stranded at the school. | For example emergency feeding and accommodation.  School Catering staff |

**Notes:**

* The named staff member should sign up to the Met Office and Natural Resources Wales updates via the website listed above.
* The information in this plan complements rather than replaces the severe weather or utilities failure procedures issued by Powys County Council Schools Service.

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| --- | --- |
| INCIDENT: LOSS OF ICT | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
| Scale down and/or suspend non critical activities, to focus on identified critical activities. | See Section 5. |
| A list of the key IT applications should be prepared by the school. | ICT log |
| Recover electronic backups of key school data. For example on memory sticks or mirrored servers. | Server in PPA room |
| Revert to paper based systems (paper registers, whiteboards) | Class rooms |
| Teachers to modify lesson plans |  |
| Power loss – uninterruptible power supply should allow the controlled closure of all ICT by staff | Ensure staff management issues are considered, i.e. working time directive, job description flexibility and contractual requirements etc. |
| Telephone loss – set up a temporary network of mobile phones. Contact landline provider to redirect phone numbers to a mobile phone or alternative location. | <PROVIDER DETAILS> |

|  |  |
| --- | --- |
| INCIDENT: Covid – 19 Pandemic | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
| Scale down and/or suspend non critical activities, to focus on identified critical activities. | See Section 5. |
| Contribute to statutory safeguarding and child protection duties as required. Designated Safeguarding Lead and/or Deputy Designated Safeguarding Lead/Additional Designated Safeguarding Persons to act as liaison with Schools Service and Children’s Services as required. | Alison Ellis – Designated Safeguarding lead  Caroline Bufton / RhoanneClark- Designated Deputy Safeguarding lead  Contribute information when requested (e.g. Children’s Service agency checks and during Section 47 enquiries).  Attend (via conference call if in-person attendance is not possible) strategy discussions/meetings and Child Protection Case Conferences. |
| Deploy remote learning programme. | Type/quantity of learning materials available, how quickly can this be instigated, parent/learner communication? |
| Ensure communication with all parents | Multiple communication media to ensure coverage:  Paper /website /Twitter/ Notice board/ Text alerts/ FOMs Facebook page |
| Link with Cluster schools for support and continuity | Whatsap group access |
| Link with all staff throughout closure for regular updates | Whatsap group access |
| All teachers to have ICT access | Class laptops to be taken for home working |
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| --- | --- |
| INCIDENT: <OTHER DISRUPTION> | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
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| INCIDENT: <OTHER DISRUPTION> | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
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| --- | --- |
| INCIDENT: <OTHER DISRUPTION> | |
| Action | Further information  (e.g. Key contacts, details of arrangements, checklists) |
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# TRAINING AND EXERCISING LOG

To ensure the effectiveness of this plan, it will be reviewed annually, and table top exercises undertaken to check the validity and reliability of the plan contents.

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| --- | --- | --- |
| Date | Staff Trained | Details |
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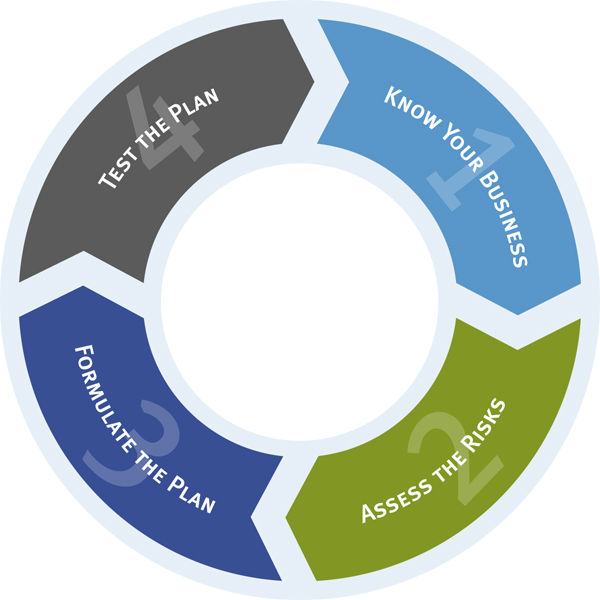
**POWYS COUNTY COUNCIL**

**SCHOOL**

**BUSINESS CONTINUITY PLAN**

***Maesyrhandir School***

**APPENDIX**



# APPENDIX 1: INCIDENT IMPACT ASSESSMENT FORM

|  |  |
| --- | --- |
| INCIDENT IMPACT ASSESSMENT FORM | |
| Completed By: |  |
| Date: |  |
| Time: |  |
| Consideration | Logged Response |
| Which year group/key stage is affected? |  |
| What is the nature of the incident?  (Describe the type of incident, location and severity) |  |
| Are there any staff casualties or fatalities?  (If yes, give details) |  |
| How is the incident currently affecting business operations? |  |
| What is the estimated duration of the incident? |  |
| Have the Emergency Services been called? |  |
| Has access to the whole site been denied?  (If so, for how long?) |  |
| Have any work areas been destroyed, damaged, or made unusable? Is there evidence of structural damage? |  |
| Are any systems and other resources unavailable?  (Include computer systems, telecoms and any other assets) |  |
| Have any utilities been affected?  (E.g. gas, electricity or water) |  |
| Other relevant information. |  |

# APPENDIX 2: INCIDENT LOG

|  |  |  |
| --- | --- | --- |
| INCIDENT LOG | | |
| Completed By: |  | |
| Date: |  | |
| Time | Description | Action |
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# APPENDIX 3: FINANCIAL EXPENDITURE LOG

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| FINANCIAL EXPENDITURE LOG | | | | |
| Completed By: |  | | | |
| Date: |  | | | |
| Time: |  | | | |
| Reference | Details | Cost | Method | Authorised by |
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# APPENDIX 4: STAFF CONTACT LIST

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Role | Address | Telephone | Email Address |
| Alison Ellis |  |  |  |  |
| Rhoanne Clark |  |  |  |  |
| Charlotte Whitley |  |  |  |  |
| Caroline Bufton |  |  |  |  |
| Beth Williams |  |  |  |  |
| Lynne Hughes |  |  |  |  |
| Trudy Morris |  |  |  |  |
| Yvonne Thomas |  |  |  |  |
| Teresa Burrows |  |  |  |  |
| Jill Hillman |  |  |  |  |
| Linda Rowe |  |  |  |  |
| Heather Kelly |  |  |  |  |
| Andrea Lake |  |  |  |  |
| Al Hughes |  |  |  |  |
| Jo Howarth |  |  |  |  |
| Stacey Huffer |  |  |  |  |
| Danielle McQue |  |  |  |  |
| Cath Powell |  |  |  |  |
| Jade Griffiths |  |  |  |  |
| James Wallace |  |  |  |  |
| Chloe Box |  |  |  |  |
| Sarah Shackleton |  |  |  |  |
| Lisa Sheehy |  |  |  |  |
| Louise Box |  |  |  |  |
| Yuko Allen |  |  |  |  |
| Alicia Pelling |  |  |  |  |
| Lissa Cadwallader |  |  |  |  |
| Sally Phillips |  |  |  |  |
| Claire Evans |  |  |  |  |
| Jayne Miskin |  |  |  |  |
| Wendy Davies |  |  |  |  |
| Mike Davies |  |  |  |  |
| Louise Davies |  |  |  |  |
| Teresa Miller |  |  |  |  |
| Rachel Hamer |  |  |  |  |
| Liz |  |  |  |  |
| Julie |  |  |  |  |
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# APPENDIX 5: EXTERNAL CONTACT LIST

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| --- | --- | --- | --- | --- |
| Organisation/ Department | Contact Name | Address | Telephone | Email Address |
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# APPENDIX 6: ROLES AND RESPONSIBILITIES

**IMPORTANT**

**THESE ARE SUGGESTIONS AND SHOULD BE ADDED TO/DELETED/AMENDED AS APPROPRIATE.**

**6.1 SCHOOL INCIDENT MANAGEMENT TEAM**

|  |  |  |
| --- | --- | --- |
| Role | Responsibility | Accountability/Authority |
| Headteacher | * Senior responsible owner of Business Continuity Management in the school. * Ensuring the school has capacity within its structure to respond to incidents. * Determining the school’s overall response and recovery strategy. | * The Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis. |
| Business Continuity Champion | * Business Continuity Plan development. * Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc. * Involving the school community in the planning process as appropriate. * Plan testing and exercise. * Conducting ‘debriefs’ following an incident, test or exercise to identify lessons and ways in which the plan can be improved. * Training staff within the school on Business Continuity. * Embedding a culture of resilience within the school, involving stakeholders as required. | * Business Continuity Champion reports directly into the Headteacher and will usually be a member of the School Incident Management Team. |
| School Incident Management Team*(including Business Continuity Coordinator and Headteacher)* | * Leading the school’s initial and ongoing response to an incident. * Declaring that an ‘incident’ is taking place. * Activating the Business Continuity Plan. * Notifying relevant stakeholders of the incident, plan activation and ongoing response actions. * Providing direction and leadership for the whole school community. * Undertaking response and communication actions as agreed in the plan. * Prioritising the recovery of key activities disrupted by the incident. * Managing resource deployment. * Welfare of learners. * Staff welfare and employment issues. | * The School Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident. |

**6.2 ADDITIONAL RESPONSE AND REVOVERY ROLES**

Depending on the circumstances of the incident, it may be necessary to activate one or all of the roles described below.

|  |  |  |
| --- | --- | --- |
| Role | Responsibility | Accountability/Authority |
| Incident Recorder (record keeper) | * Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately. | * Reporting directly to the Headteacher or School Incident Management Team. |
| Media Coordinator | * Collating information about the incident for dissemination in press statements. * Liaison with Powys County Council Communications Team/Duty Emergency Planning Officer to inform media strategy. | * The Media Coordinator should assist with providing information to the Powys County Council Communications Team/Duty Emergency Planning Officer, but should not undertake direct contact with the media. |
| Stakeholder Liaison | * Coordinating communication with key stakeholders as necessary. This includes (but does not cover all):   + Governors;   + Parents/Carers;   + Powys County Council Services;   + School crossing patrol;   + School transport providers   + Catering;   + External agencies. | * All communication activity should be agreed by the School Incident Management Team. Information sharing should be approved by the Headteacher (or School Incident Management Team, if Headteacher is unavailable). |
| Caretaker/Site Manager/HoWPS | * Undertaking duties as necessary to ensure site security and safety in an incident. * Liaison with School Incident Management to advise on any issues relating to the school physical infrastructure. * Lead point of contact for any contractors who may be involved in incident response. | * Reporting directly to the Headteacher of School Incident Management Team. |
| ICT Coordinator | * Ensuring the resilience of the ICT infrastructure. * Liaison with Powys County Council ICT support or external providers (if applicable). * Work with the Business Continuity Champion to develop proportionate risk responses. | * ICT Coordinator reports directly to the Business Continuity Champion for plan development issues. * In response to an incident, reporting to the School Incident Management Team. |

# APPENDIX 7: SCHOOL REQUIREMENTS (OPTIONAL)

Include here (as required) further lists that may be useful. For example the minimum resources required to maintain/recover critical activities.

You may wish to include a spreadsheet showing the specific needs for individual years, departments or subject. This could include:

* Number of staff:
  + Administration;
  + Teachers;
  + Other (please state).
* Number of classrooms:
  + Basic;
  + Specialist (please state).
* Number of desk and chairs:
  + Office desks;
  + Classroom desks;
  + Classroom chairs;
  + Office chairs;
  + Specialist desks and chairs (please state).
* Telephone requirements (number of units):
  + Office phones;
  + Mobile phones.
* Equipment:
  + Office;
  + Classroom.
* Public access requirements.
* Wheelchair access requirements.
* Special provisions.
* Hardware and networking requirements.
* Software requirements.
* Paper records/documents.
* Printing requirements.
* Other essential equipment.