

EDUCATION CONTINGENCY PLAN POLICY

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SIGNATURE:

DATE OF NEXT REVIEW: June 2020

This policy was written for Greatwood by Laura Wickham. Reviewed and updated by Alex Shaw.
It will be reviewed annually and updated in line with any new recommendations or legislation as it is made available.

Introduction

Greatwood is required by the Civil Contingencies Act 2004 to develop plans to manage business continuity in the event of a range of disruptions to services. By extension, Greatwood has a responsibility to ensure we safeguard the interests of learners and ensure they receive continuity in their programme of learning should any problems arise.

No-notice disruptions are, by definition, impossible to predict. This plan deals with the ones most likely to occur:

- loss of premises (through fire, flood etc.)
- loss of utilities (electricity, gas, water, fuel)
- failure of IT and telephony
- staff shortage

The impact of any serious disruption may manifest itself in terms of: delivery of education, safety/welfare, financial consequences; reputation damage; environmental consequences.

Aim of Plan

The aim of this plan is to provide guidance and support to enable the education department, within Greatwood as a whole, to tackle the impact of severe disruptions due to a variety of unlikely, but credible, causes, with the following objectives.

Objectives of Plan

The plan is designed to achieve the following strategic objectives:

- a. To safeguard the safety and welfare of pupils, staff and visitors;
- b. To resume provision of education services at the earliest opportunity and, where possible, secure a continuation of learning

Related Plans and Procedures

This plan should be read in conjunction with Greatwood's other evacuation plans and emergency procedures that deal with the immediate response to an emergency situation.

For example: Greatwood's Fire Evacuation Procedure

Plan Review and Testing

This plan should be reviewed for currency and accuracy every 2 years or in the event of significant structural or organisational change.

Education Continuity/Emergency Grab Bag

An emergency grab bag should be created to hold key information that will support Greatwood in the event of an emergency/business continuity disruption. Depending on the nature of the disruption, this pack should be kept in a location that can be accessed at all times.

Suggested grab bag contents include:

Section	Details
Learner Information	Parent/Guardian contact details
	Learner medical information
	School contact details
Staff Information	Staff contact details
	Staff emergency contact details
Equipment and other items	First Aid Kit
	Stationery including permanent markers, clipboards, pens, pencils and notebook paper
	Whistle
	High visibility jacket

Plan activation

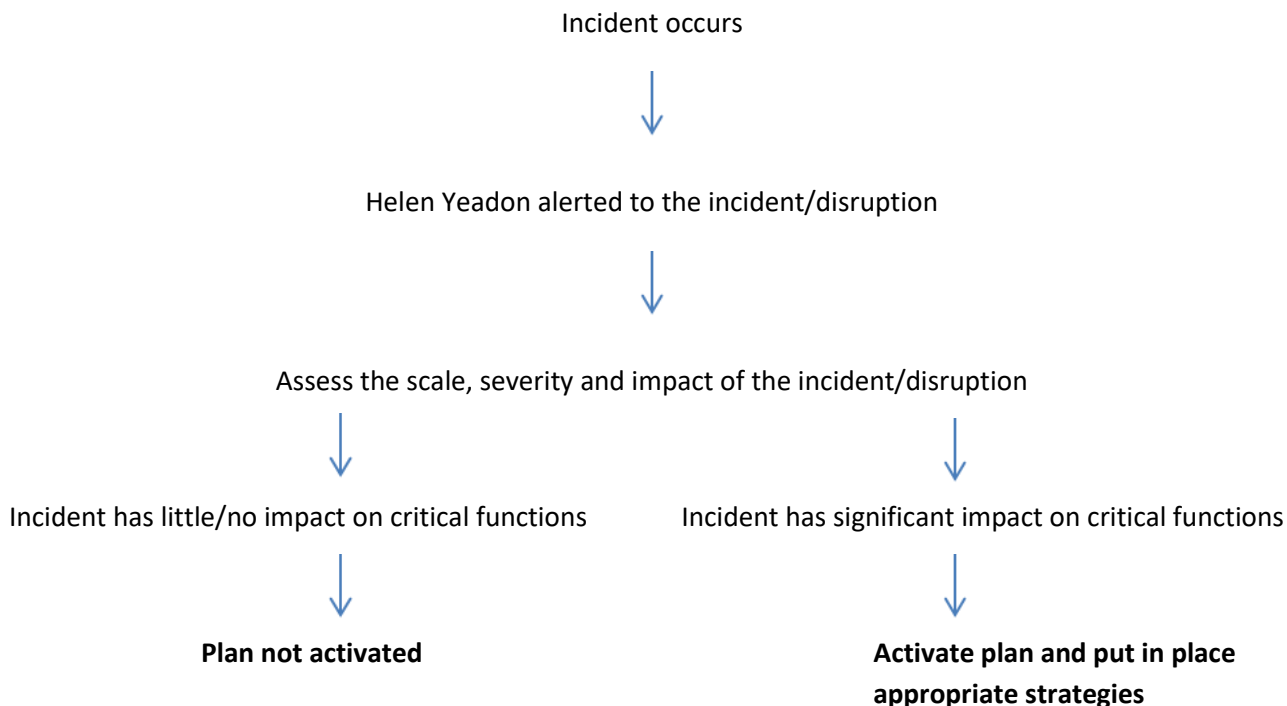
Circumstances

This plan will be activated in response to an incident causing significant disruption to the education programmes at Greatwood, particularly the delivery of key/critical activities.

Responsibility for Plan Activation

The responsibility for implementing this plan lies with Helen Yeadon, Managing Director and the education team.

Activation Process



Roles and Responsibilities

Helen Yeadon, Managing Director will delegate Business Continuity Roles and Responsibilities. A guide on the roles and responsibilities required during a Business Continuity incident is described below.

Role	Responsibilities	Accountability / Authority
Education Team	<ul style="list-style-type: none"> ▪ Responsible owner of Education Continuity Management ▪ Ensuring the education department has capacity within its structure to respond to incidents ▪ Determining the education department's overall response and recovery strategy 	The education team has overall responsibility for day-to-management of the education department, including lead decision-maker in times of crisis.
Managing Director	<ul style="list-style-type: none"> ▪ 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 	Education team reports directly into the Managing Director

	<p>or exercise to identify lessons and ways in which the plan can be improved</p> <ul style="list-style-type: none"> ▪ Training staff within the Charity on Business Continuity ▪ Embedding a culture of resilience within Greatwood, involving directors as required 	
<p>Charity Incident Management Team <i>To consist of:</i> <i>Managing director</i> <i>Head of Education</i> <i>Equine Manager</i> <i>Administrations officer</i> <i>Account manager</i> <i>Trustee/ Director</i></p>	<ul style="list-style-type: none"> ▪ Leading the Charity's initial and ongoing response to an incident ▪ Declaring that an 'incident' is taking place ▪ Activating the Business Continuity Plan ▪ Notifying relevant directors of the incident, plan activation and ongoing response actions ▪ Providing direction and leadership for the Charity ▪ 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 Pupils ▪ Staff welfare and employment issues 	<p>Charity Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.</p>

Other roles/responsibilities to consider during the activation of a Business Continuity plan include:

Role	Responsibilities	Report to/Actions
Incident Log (record keeper)	<ul style="list-style-type: none"> ▪ To record all key decisions and actions taken in relation to the incident 	Charity Incident Management Team.
Media Coordinator	<ul style="list-style-type: none"> ▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with Local Authority Press Office 	Charity Incident Management Team - but should not make direct contact with Media.
Communication	<ul style="list-style-type: none"> ▪ Co-ordinating communication with key directors including: <ul style="list-style-type: none"> ○ Directors ○ Schools ○ Parents/Carers ○ Local Authority ○ Awarding bodies ○ External agencies e.g. Emergency Services, Health and Safety Unit 	All communications activities should be agreed by the School Incident Management Team. Information sharing should be approved by the Managing Director.
Premises Manager	<ul style="list-style-type: none"> ▪ To ensure site security and safety in an incident ▪ To link with the School Incident team on any building/site issues ▪ To liaise and work with any appointed contractors 	Reporting directly to the Managing Director or School Incident Management Team.
ICT Coordinator	<ul style="list-style-type: none"> ▪ To ensure the resilience of the Charity's ICT infrastructure ▪ Work with the Business Continuity Coordinator to develop proportionate risk responses 	In response to an incident, reporting to the School Incident Management Team.
Recovery Coordinator	<ul style="list-style-type: none"> ▪ Leading and reporting on the Charity's recovery process ▪ Identifying lessons as a result of the incident ▪ Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development 	Reports directly to Managing Director

Business Impact Assessment

For the purpose of this plan, the strategic critical function of Greatwood as an alternative provider is stated as:

‘The provision of educational services to its registered pupils, including a safe and secure environment in which to learn.’

In a business continuity context, the following functions are intended to achieve the strategic aim. Each activity has an associated ‘Maximum Tolerable Period of Disruption’ (MTPD) by which it should be resumed, some being more urgent than others. This period will determine the order in which activities are resumed.

There are certain critical times where the functions listed below would have greater impact

Critical Function	Description	MTPD
Teaching Staff	The provision of a suitable number of qualified teaching staff to deliver the NOCN courses/ qualifications.	1 Week
Support Staff	The provision of suitably qualified and experienced support staff to assist in the education of students and running of establishment services.	2 Weeks
Safe and Secure Premises	The provision of suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care and Health & Safety requirements etc.	1 Week
Utilities - Gas	The supply of gas to enable the heating of premises	1 Week
Utilities – Water	The supply of water for drinking and general usage including flushing of toilets.	1 Week
Utilities - electric	The supply of electricity to enable ICT systems to run, lighting of premises etc.	1 Week
Provision of IT	The provision of IT to deliver education and to enable the establishment to run smoothly.	2 Weeks
Keeping of suitable records	The keeping of suitable records in relation to staff/pupils and general administrative functions within an establishment.	1 Month
Keeping of suitable coursework	The creation and safe keeping of coursework including electronic documentation	1 Month
Provision of cleaning contractors	The provision of suitable numbers of cleaners to carry out general cleaners to carry out general cleaning such as toilets, waste collection and removal.	1 Week

Potential disruptions - Meeting to agree on actions

Loss of Premises

Loss of premises may result from fire, flood, loss of essential utilities or the building is within an area cordoned off by emergency services. This may occur during working hours, necessitating and evacuation, or during non working hours preventing staff and student's access to the building.

It is a critical function of the school to provide suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care and health & Safety requirements etc. The space below should include all relevant information that would assist with recovery from a loss of premises incident.

Virtual learning: In cases of an enforced closure many organisations provide links through their website to learning opportunities. These together with other educational internet and paper based services provide methods for providing continuation of education provision.

It is good practice for educational establishments to maintain contact with the local authority to help identify suitable working processes and possible alternative locations. From experiences of past Business Continuity events, alternative locations have been sought/implemented when a facility has been closed for a period of more than one week.

Risk	Potential Workarounds
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Complete loss of site	Potential alternative sites:	1:
		2:
		3:
Partial loss of site	<ul style="list-style-type: none"> - <i>Use of alternative on-site buildings</i> - <i>Use of temporary accommodation</i> - <i>Use of off-site facility if available</i> 	
	Useful information/contacts:	
Temporary loss of premises (utility failure)	<ul style="list-style-type: none"> - Virtual learning 	

<p>Loss of Staff</p> <p>The most likely scenarios involving a significant loss of staff are fuel shortage, outbreak of disease (eg. Pandemic influenza) and severe weather. In all of these events, there is likely to be a period of notice in which arrangements may be made to mitigate the effects.</p> <p>It is a critical function of the Charity to provide a suitable qualified member of teaching staff to deliver the NOCN courses and qualifications and suitably qualified and experienced support staff to assist in the education of students and running of establishment services.</p>	
Risk	Potential Workarounds
Pandemic Flu	A flu pandemic will occur in 2 waves, 3-9 months apart, with each wave lasting about 12 weeks. In addition to staff being off ill, you will also have staff being off to care for sick relatives etc.
	<ul style="list-style-type: none"> - <i>Alternative teaching arrangements</i> - <i>Temporary cover</i> - <i>Hygiene precautions</i>

Fuel Crisis	<ul style="list-style-type: none"> - <i>Alternative teaching arrangements</i> - <i>Virtual learning</i> - <i>Local supply cover</i> - <i>Alternative transport arrangements</i> <hr/> <p>Useful information/contacts:</p> <p>-</p>
Severe Weather	<p>In the event of severe weather (eg, snow/flooding), staff may be unable to travel to work. Employees are expected to make all efforts to reach their usual place of provide they can do so safely without putting themselves or others at risk.</p> <hr/> <ul style="list-style-type: none"> - <i>Pre-identified decision process</i> - <i>Alternative teaching arrangements</i> - <i>Alternative school transport arrangements</i>

Failure of IT/Data/Telephony

Failure of IT within an organisation could be caused by a variety of reasons such as fire, flooding, power cut etc. It is important to ensure that the main server is resilient with separate power supply but if this not possible, back up arrangements should be in place.

Risk	Critical IT Systems	Workaround Options
<p>Failure of IT Server/ systems</p>		<ul style="list-style-type: none"> - <i>Back up paper system</i> - <i>Back up server</i> - <i>Disaster Recovery Contracts</i> - <i>Off site back up arrangements</i> - <i>'Cloud' arrangements</i>
<p>Loss of Data</p>	<p>Critical Data</p>	<p>Workaround Options</p>

	- If critical data is lost, what back up options do you have if immediate access is required?	
Loss of Telephony	In the event that the main landline was lost, what alternative communication methods do you have in place?	

Loss of Utilities (Electricity/Gas/Water)		
In the event that the Charity lost any of the utilities, what would the impact of this be and how long would the Charity continue to operate safely?		
Risk	Impact	Potential Workarounds
Electricity/Gas	- eg. Heating system	- Additional portable heaters

	<i>- Catering</i>	
	<i>- IT servers</i>	
Water	<i>Drinking supply</i>	
	<i>Sewerage</i>	

Incident log form

Log of Events, Decisions, and Actions			
Completed By:		Sheet Numbers:	
Incident:		Date:	
Time	Log Details		