East Somerset Federation

Bruton
Primary School

Upton Noble
C of E VC Primary

Business Continuity Plan

SOMERSET COUNCIL

East Somerset Federation

Bruton Primary/ Ditcheat Primary and Upton Noble C of E Primary Schools including Community Kids Pre-school and Treehouse Pre – School

BUSINESS CONTINUITY PLAN

Federation Name	East Somerset Federation
Author	Rachael Bisset – Executive Headteacher
Date Completed	1st September 2026
Date to be Reviewed	1st September 2027
Version	1

VERSION CONTROL

VERSION NO.	DATE	BY WHOM	ACTION
2	February 2016	S Dorrall	New logo and contact details. Term MTPD replaced with Recovery Time Objective
2.1	October 2016	S Dorrall	Addition of Plan – do – check – act diagram. Risk Assessing your business section. Appendix, C, D and E added
3.1	March 2020	S Dorrall	New SC Font & Logo applied. Contact info updated. Links updated
3.2	July 2022	S Dorrall	UK Gov guide to emergency planning link added; Heatwave guide added to severe weather section. Section 5.5 added – disruption to exams/assessments

For further guidance on Business Continuity Plans, please contact the Civil Contingencies Unit at InfoCCU@somerset.gov.uk.

It is good practice for the school to retain a printed copy away from the school and conduct regular reviews of a completed plan.

Table-Top Exercise.

TABLE OF CONTENTS		
Section		**Page Number**
1	**Introduction** - Background Information - Aim of Plan - Objectives of Plan - Plan – Do – Check – Act - Related Plans & Procedures - Plan Review - BC/Emergency Grab Bag	
2	**Plan Activation** - Circumstances - Responsibility for Plan Activation - Activation Process (Diagram)	
3	**Plan Implementation** - Incident response (Diagram) - Roles and Responsibilities	
4	**Business Impact Assessment** - Risk assessing your business	
5	**Potential Disruptions** - Loss of Premises - Loss of Staff - Failure of IT/ Data/ Telephony - Failure of Utilities	
6	**Contact Information** - Staff Contact Information - External Contact Information	
Appendix A	**Incident Management Team Agenda**	
Appendix B	**Incident Log Form**	
Appendix C	**Distribution List**	
Appendix D	**Testing schedule**	
Appendix E	**Activation list**	

SECTION 1. INTRODUCTION

1.1 Background Information

Somerset Council 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, Local Authority schools have the same obligation.

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.

Further guidance on Business Continuity Plans in schools and educational establishments is available in the Department for Education document: Emergency planning and response for education, childcare, and children's social care settings

1.2 Aim of Plan

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

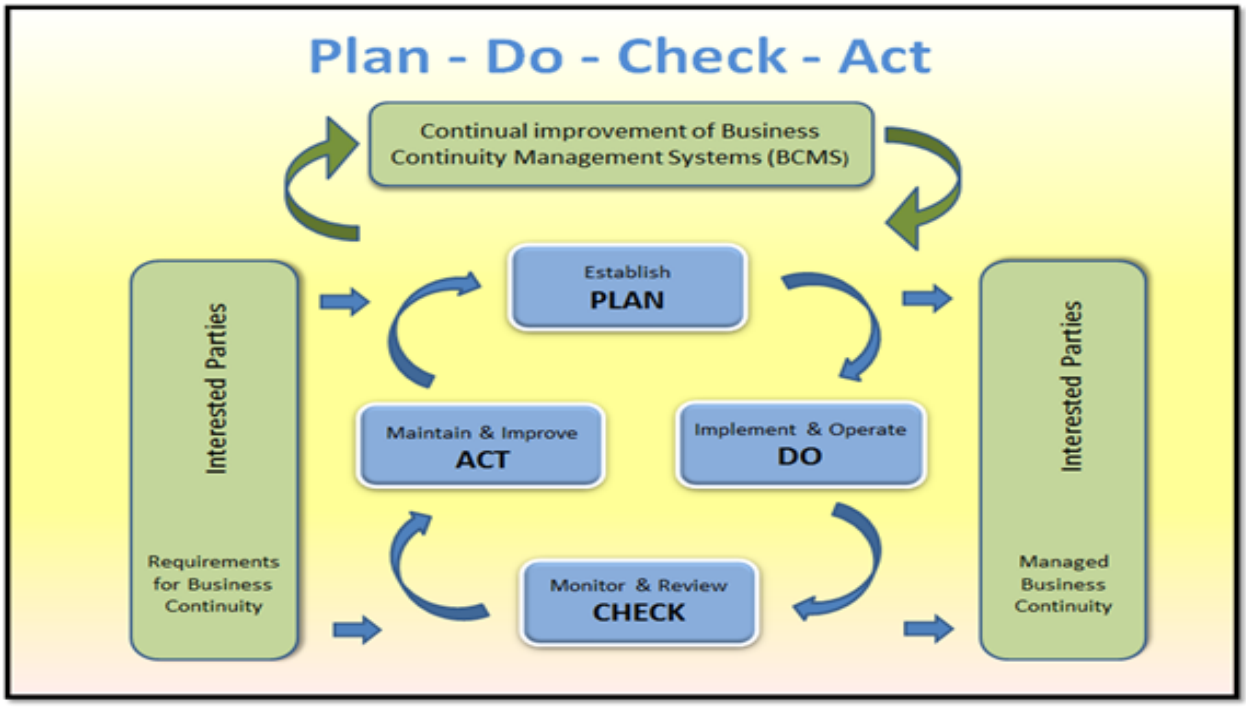
1.3 Objectives of Plan

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;
c. To maintain the community and identity of the school;
d. To return the school to normality.

1.4 The Plan-Do-Check-Act (PDCA) Model

The International standard applies the "Plan-Do-Check-Act" (PDCA) model to planning, establishing, implementing, operating, monitoring, reviewing, maintaining and continually improving the effectiveness of the organisational BCMS.



Plan (Establish)	Establish Business Continuity policy, objectives, targets, controls, processes and procedures relevant to improving Business Continuity in order to deliver results and align with the organisations overall policy and procedures.
Do (Implement and operate)	Implement and operate the Business Continuity policy, controls, processes and procedures.
Check (Monitor and review)	Monitor and review performance against Business Continuity policy and objective, report the results to management for review, and determine and authorise actions for remediation and improvement.
Act (Maintain and Improve)	Maintain and improve the BCMS by taking corrective action, based on the results of management review and reappraising the scope of the BCMS and Business Continuity policy and objectives.

1.5 Related Plans and Procedures

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

For example:

- Dealing with Major Incidents and Updating your Contingency Plan
- Please insert other useful documents.

1.6 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.
It is good practice to test the plan by way of conducting a Business Continuity Plan exercise. A scenario-based tabletop exercise is a useful way to test your plan. Exercises can be designed a short-table top sessions for the team based around any of the following scenarios:

- Cyberattack/complete loss of your IT system
- Pandemic illness

- Severe Weather causing damage or major disruption to the school
- Loss of Power or water
- Staff shortages through illness or industrial action

1.7 Business Continuity/Emergency Grab Bag

An emergency grab bag should be created to hold key information that will support the school 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
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices)
	Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc
Organisational Information	Staff Handbook (policies and procedures)
	School branding material and stationery
	School logo
	Other key documents
Financial Information	Bank, insurance details, Payroll etc
	Invoices, purchase orders, etc
	Financial procedures
	Assets Register and Insurance Policy
Staff Information	Staff contact details
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes
	Office telephone list (for phone divert)
	Back-up rota and data restoration routine
Equipment and other items	First Aid Kit
	A – Z map
	Portable radio (plus spare batteries)
	Wind up LED torch
	Back-up tapes
	Laptop with wireless connection
	Pay-as-you-go mobile phone and battery powered mobile phone charger
	Stationery including permanent markers, clipboards, pens, blue-tack, pins, pencils and notebook paper
	Disposable camera with film
	Hazard barrier tape
	Emergency cash, a cheque book or spare credit card
	Contact details for taxi / transport providers
	School Floor Plans
	Spare keys
	Whistle / megaphones
	High visibility jacket

SECTION 2: PLAN ACTIVATION

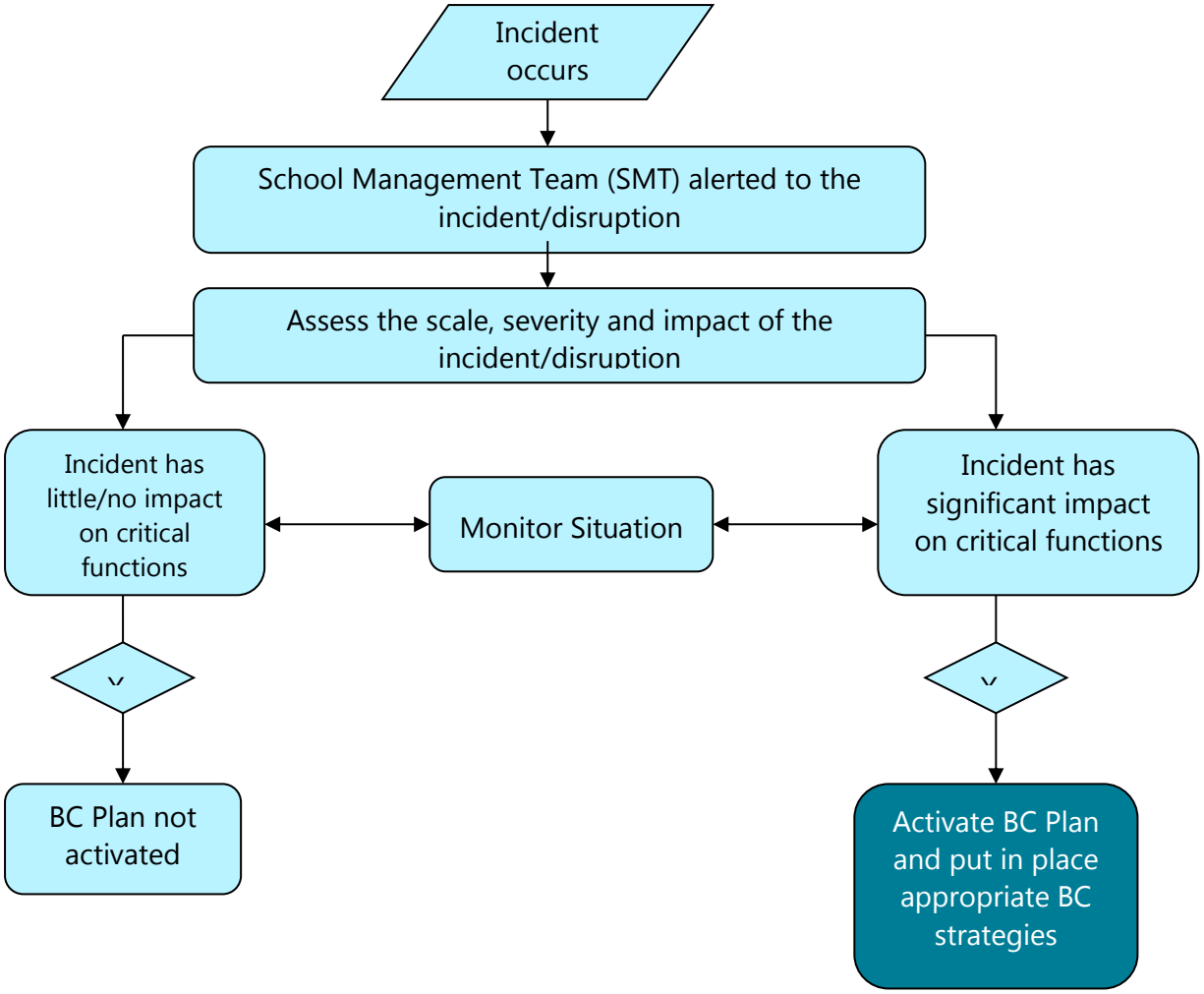
2.1 Circumstances

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

2.2 Responsibility for Plan Activation

The responsibility for implementing this plan lies with the Head Teacher or, if not available, a member of the School (Incident) Management Team.

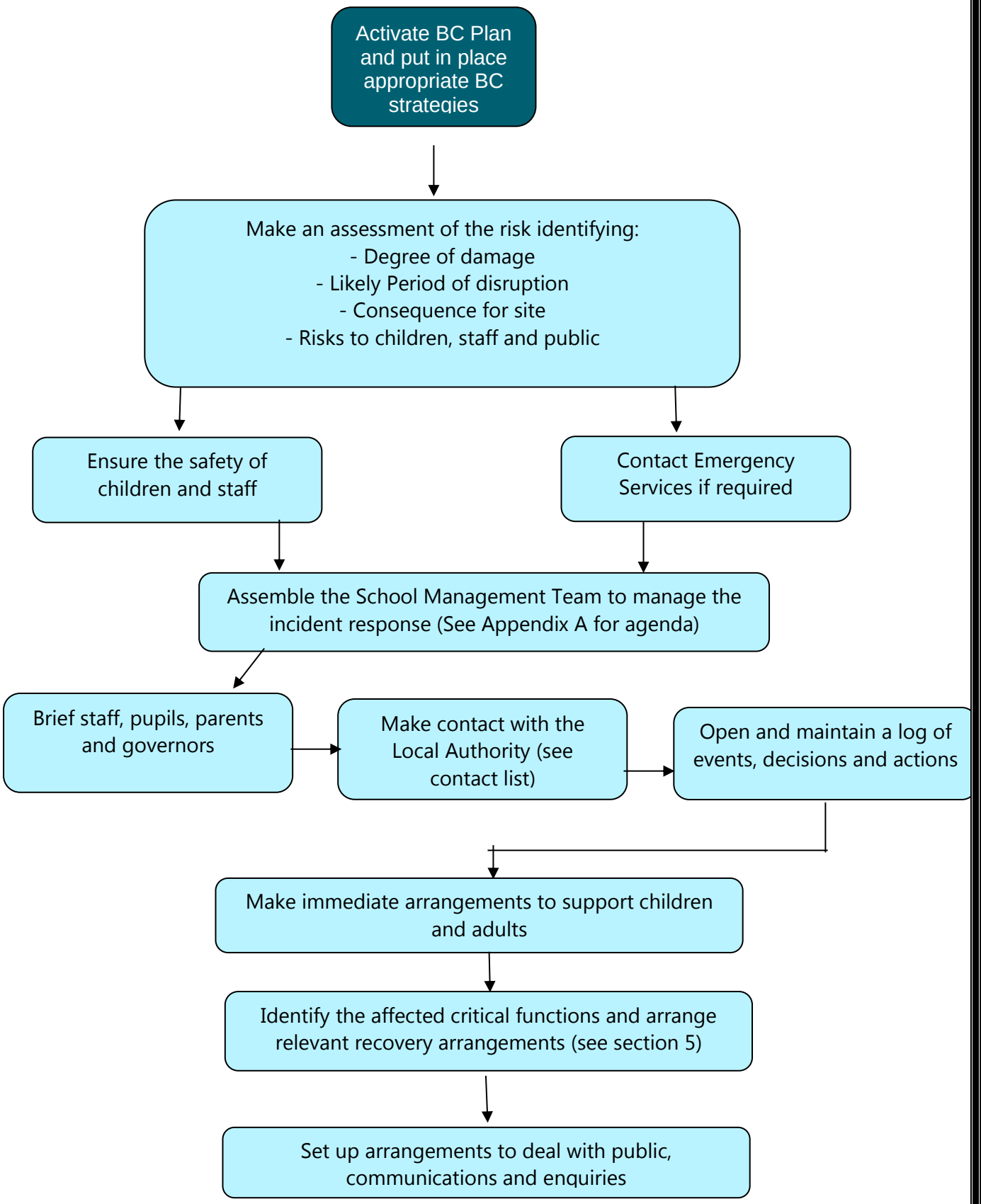
2.3 Activation Process



SECTION 3: PLAN IMPLEMENTATION

3.1 Incident Response

Upon activation of the School Business Continuity Plan, it is suggested that the following actions are taken.



3.2 Roles and Responsibilities

The headteacher, in conjunction with the school/establishment's Senior/School Incident Management Team 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
Headteacher	▪ 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 Executive Headteacher has overall responsibility for day-to-management of the School, including lead decision-maker in times of crisis.
Business Continuity Coordinator – Federation Business Manager	▪ 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 Co-ordinator reports directly into the Executive Headteacher and will usually be a member of the School Incident Management Team.
School Incident Management Team *Could consist of:* *Executive Headteacher* *Business Continuity Coordinator* *Health and Safety Coordinator* *Chair of Governors* *Premises Manager* *Bruton Head of School* *Ditcheat Head of School* *Upton Noble Head of School*	▪ 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 on-going 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 Pupils ▪ 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.

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

Role	Responsibilities	Report to/Actions
Incident Log (record keeper)	▪ To record all key decisions and actions taken in relation to the incident	The Executive Headteacher or School Incident Management Team.
Media Coordinator	▪ Collating information about the incident for dissemination in Press Statements ▪ Liaison with Local Authority Press Office	The Local Authority Press Office/ Executive Headteacher but should not make direct contact with Media.
Communication	▪ Co-ordinating communication with key stakeholders including: o Governors o Parents/Carers/carers o Local Authority (SCC) o School Crossing Patrol o School Transport Providers o 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 Executive Headteacher (or School Incident Management Team if the Headteacher is unavailable).
Premises Manager	▪ 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 Executive Headteacher or School Incident Management Team.
ICT Coordinator	▪ To ensure the resilience of the School's ICT infrastructure ▪ To link with SCC IT helpdesk or external providers (if applicable) ▪ Work with the Business Continuity Coordinator to develop proportionate risk responses	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the School Incident Management Team.
Recovery Coordinator	▪ Leading and reporting on the School'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	Is likely to already be a member of the School Incident Management Team, and will lead on recovery and resumption strategies. Reports directly to Executive Headteacher.

SECTION 4: BUSINESS IMPACT ASSESSMENT

For the purpose of this plan, the strategic critical function of the school 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 a 'Recovery Time Objective' (RTO), a timescale by which an establishment would seek to reinstate a service or services that have been lost during a period of disruption. Some activities will be more critical than others, and establishments should risk assess their critical activities and a realistic recovery time objective of when the service or function can be restored.

The chart below highlights critical functions for you to consider and amend as appropriate.

Critical Function	Description	RTO
Examinations	Providing staff and facilities to enable pupils to sit examinations.	
Teaching Staff	The provision of a suitable number of qualified teaching staff to deliver the National Curriculum.	
Support Staff	The provision of suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services.	
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.	
Catering Facilities and Staff	The provision of suitable catering facilities and staff to enable preparation of school meals.	
Utilities - Gas	The supply of gas to enable the heating of premises and preparation of school meals etc.	
Utilities – Water	The supply of water for drinking and general usage including flushing of toilets, preparations of meals etc.	
Utilities - electric	The supply of electricity to enable ICT systems to run, lighting of premises etc.	
Provision of IT	The provision of IT to deliver education and to enable the establishment to run smoothly.	
Keeping of suitable records	The keeping of suitable records in relation to staff/pupils and general administrative functions within an establishment.	
Keeping of suitable coursework	The creation and safe keeping of coursework including electronic documentation and items such as textiles, D&T work pieces.	
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.	

Risk Assessing your Business

In the context of 'Business Continuity Management' a risk assessment looks at the likelihood and impact of a variety of risks that could cause a business interruption.

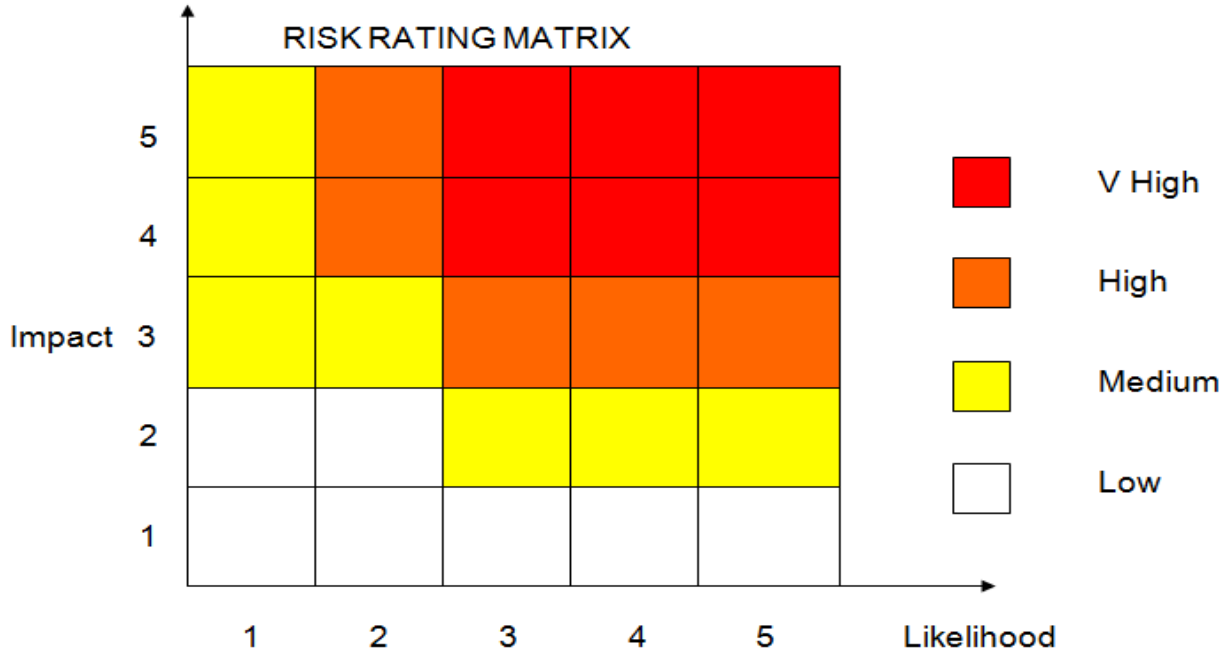
The Risk Assessment matrix in this plan differs slightly from that used in the assessment of corporate risk. This matrix is incorporated into the ISO22301 which is an International Standard that Somerset Council has aligned its BC plans to. The ISO22301 is designed specifically to aid Business Continuity Management and is used by numerous private organisations and most Local Authorities nationwide.

This assessment is a structured and auditable process for identifying significant events, assessing their likelihood and impacts, and then combining these to provide an overall assessment of risk, as a basis for further decisions and actions.

Likelihood of occurrence	Indicator
1. Negligible	Slight or very small chance
2. Rare	Infrequent or exceptional
3. Unlikely	Not likely to occur or have occurred
4. Possible	Capable of happening or occurring
5. Probable	Having more evidence 'for' than 'against'. Likely to occur

GUIDANCE:
Each of the hazards should be scored in terms of its 'likelihood' and 'impact', which, combined, produce the 'risk' rating:

Likelihood	Impact	Risk
1 - Negligible	1 - Insignificant	
2 - Rare	2 - Minor	
3 - Unlikely	3 - Moderate	Likelihood x Impact
4 - Possible	4 - Significant	
5 - Probable	5 - Catastrophic	



SECTION 5: POTENTIAL DISRUPTIONS

5.1 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 school hours, necessitating and evacuation, or during non-school hours preventing staff and pupil'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 school 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 Schools/educational establishments to maintain contact with the local authority or governing body 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.

<table>
<tr><th>Risk</th><th colspan="2">Potential Workarounds</th></tr>
<tr><td rowspan="3">Complete loss of site

Risk Rating:</td><td rowspan="3">Potential alternative sites:</td><td>1: Village Hall in Upton Noble and Ditcheat. Neighbouring schools in Bruton Kings School, Sexey's School, Community Hall and Unionist Club.</td></tr>
<tr><td>2:</td></tr>
<tr><td>3:</td></tr>
<tr><td rowspan="2">Partial loss of site
Risk Rating:</td><td colspan="2">- As above</td></tr>
<tr><td colspan="2">Contact information available in the Parish news for village hall key holders.
School office information in website of host schools. Contact details in The Dove for community halls.</td></tr>
<tr><td>Temporary loss of premises (utility failure)

Risk Rating</td><td colspan="2">- N/A</td></tr>
</table>

5.2 Loss of Staff

The most likely scenarios involving a significant loss of staff are industrial action, 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 nay be made to mitigate the effects.

It is a critical function of the school to provide a suitable number of qualified teaching staff to deliver the National Curriculum and suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services.

It is also important to consider 'Single Points of Failure' i.e. Exams Officer/Premises Manager etc

Risk	Potential Workarounds
Pandemic Flu/Infectious diseases/Acute Respiratory Infection (ARI)	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. There may be local outbreaks of ARIs and Public Health may recommend additional measures.
Risk Rating:	- All pupils now offered the Flu immunisations in the Autumn term annually. Approx 95% of pupils receive the immunisation spray.
Fuel Crisis **Risk Rating:**	- At Upton Noble the main school building is heated by Gas oil in the event of boiler breakdown or no fuel we have electrical convector heaters available. - At Bruton and Ditcheat the school is heated by mains gas. In the event of a boiler breakdown we can use convector heaters.
	Useful information/contacts: Total (Butler Oil) – Upton Noble Mains gas supplier – Total energy gas and power holdings UK Ltd. Electricity supplier – EDF energy (all schools)
Industrial Action **Risk Rating:**	As far as possible, without attempting to influence staff members' legal right to take industrial action, managers should try to estimate the proportion of staff who may be available to work in order to plan work in accordance with priorities
	- Teaching staff are aware that any action would be unpaid and supply cover would be sought.

Severe Weather **Risk Rating:**	In the event of severe weather (eg, snow/flooding/heatwave), 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. At Upton Noble we rely on four coaches to transport the children to school from Batcombe, Brewham, Wanstrow and Witham Friary. The coaches will not run in difficult driving conditions; the village roads are not gritted. At Bruton, the majority of the children can walk to school, school closure would only happen if staff are unable to get into Bruton. At Ditcheat the majority of pupils drive into school. Some children live in the village and walk to school
	- Pre-identified decision process (see 'Severe weather: Quick reference guide - Additional guidance e.g. advice for schools and education settings during a heatwave

5.3 Failure of IT/Data/Telephony

Failure of IT within a school 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
Failure of IT Server/ systems **Risk Rating:**	SIMS, FMS	- Back up paper system - Back up server - Disaster Recovery Contracts - Off site back up arrangements - 'Cloud' arrangements
Loss of Data **Risk Rating:**	**Critical Data**	**Workaround Options**
	Daily off site back up available – Computing cubed 01934 744448	
Loss of Telephony Risk Rating	School mobiles available on all sites, emails and text services available	

5.4 Loss of Utilities (Electricity/Gas/Water)

If the school lost any of the utilities, what would the impact of this be and how long would the school continue to operate safely?
All contractor contact information can be found in Section 6 of this plan.

Risk	Impact	Workaround Options
Electricity/Gas **Risk Rating:**	- Heating system	- Additional portable heaters
	- Catering (free school meals)	- Pupils will be asked to bring packed lunches
	- IT servers	- Computing Cubed – back up off site
Water **Risk Rating:**	**Impact**	**Workaround Options**
	- Loss of water for drinking	- Contact water utility company for resolution Loss of Mains water supply would mean school closure
	- washing	As above
	- sewerage	As above
	- catering	Pupils would be asked to bring packed lunches

5.5 Disruption to Education (Exams/Assessment)

If the school cannot deliver exams or assessments, what would the impact of this be and who would the school need to contact/organise to ensure exams or assessment can take place?

Risk Loss of venue	**Impact**	**Potential Workarounds**
	- Exams/assessment do not take place as planned.	- Alternative venue planning
	Impact	**Potential Workarounds**
Risk: Staff shortages, pupil absence	- Students fail to attend	- Special considerations (genuine absence reason), contact with STA
Risk Rating:	- Loss of invigilators/exam administrators.	- Alternative or temporary cover arrangements

SECTION 6: CONTACT INFORMATION

Job Title	Name	Home Address	Telephone	Email
Executive Headteacher	Rachael Bisset (RB)	As email	**Home: As email** **Mobile:** **Other:**	c/o School email address brutonoffice@eastsomersetfederation.co.uk uptonoffice@eastsomersetfederation.co.uk ditcheatoffice@eastsomersetfederation.co.uk
Federation Business Manager	Nicky Morris (NM)	As email	**Home:** **Mobile:** **Other:**	
Head of School	Upton Noble	As email	**Home:** **Mobile:** **Other:**	
Head of School	Ditcheat	As email	**Home:** **Mobile:** **Other:**	
Head of School	Bruton	As email	**Home:** **Mobile:** **Other:**	
Chair of Governors	Via Clerk	As email	**Home:** **Mobile:** **Other:**	clerk@eastsomersetfederation.co.uk

6.1 Staff Contact Information (School Incident Management Team)

6.2 External Contact Information (Suppliers/Contractors)

Organisation	Purpose e.g Supplier Of Stationery, Portacabin etc.	Name Of Usual Contact	Tel No (Office Hrs)	Out Of Office Hrs	Other Info
Somerset County Council School closures	Please follow the School Closures guidance: School Closures				
Somerset County Council			0300 123 2224		
Property Services			01823 357357		
Insurance Services			01823 355920		
Area Building Surveyor		c/o Sharon Larkman	01823 355528		
Press Office			01823 355020		
Water – Upton Noble		Bristol Water	0345 702 3797		
Gas Supplier		Total Energies	0333 003 7874		
Electricity Supplier		EDF energy	0800 111999		
Water Board – Bruton / Ditcheat		Wessex Water	0345 6004600		
Are Engineer – Property		Mark Jacob	07768801636		
Catering Suppliers		Lavender Kitchen (Abbie Corfield)	07825 941103		

Further information on school Closures is available on Guidance for Schools, via the following link: School Closures

APPENDIX

APPENDIX A: INCIDENT MANAGEMENT TEAM AGENDA

1. Background and Situation Report as known (Chair)

2. Updates and actions:

Premises
- Current state
- Critical items recovered/still in situ
- Estimate of return

Welfare (staff, visitors, clients)
- Confirm all persons accounted for
- Current arrangements for retaining staff
- Outstanding welfare issues

Communications
- Message given out to staff
- New contact number for public
- Public message via Communication and Marketing
- Brief for Somerset Direct
- Collect contact numbers for team members.

Continuity and Recovery
- Critical services affected
- Options to work around disruption
- Resources shortfall
- Alternative premises identified (if applicable)

3. Time of next meeting

APPENDIX B: INCIDENT LOG FORM

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

Appendix C- Distribution list

Once plan is complete of has been updated, please circulate to the following:

Headteacher
School Business Continuity Coordinator
Chair of Governors
Emergency Pack should hold a copy of the BC Plan
Other

Appendix D- Testing schedule

Type of Test (e.g. Live exercise, desktop exercise, communications test)	Date of Test	Lessons Learned

Appendix E- Activation list

Description of Incident	Date of Incident	Lessons Learned