



# **WANSTEAD HIGH SCHOOL**

## **Business Continuity Plan**

**Reviewed and Agreed by the Finance and Personnel Committee: 4 November 2021**

**Review: Autumn term 2022**

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# INTRODUCTION

## ***RATIONALE***

The purpose of the Business Continuity Plan (BCP) is to consider various types of emergency situations, assess how the school and service is able to deal with a crisis and to plan for continuing delivery or resumption of the school's services as soon as possible. A Risk Register of potential incidents has been compiled and is reviewed by the Governing Body at least once a year. BCP provides contingency arrangements which may be implemented when other controls fail to adequately address the risks to which the school is exposed.

The BCP relates to:

1. **PREMISES** - loss or damage to premises e.g. burning down, flooding, or loss of utilities rendering the building uninhabitable
2. **STAFFING** – insufficient staff due to injury/illness (e.g. pandemic) or industrial action
3. **ENVIRONMENTAL / CLIMATIC EVENTS** – e.g. “snow days”
4. **PROPERTY / EQUIPMENT** - large scale loss through fire or theft
5. **INFORMATION/RECORDS** – loss through theft or catastrophic failure of IT systems

## ***RESPONSIBILITIES***

The responsibility for maintaining a current and effective BCP rests with the Governing Body Headteacher and School Business Manager who are responsible for its effective implementation.

Day-to-day maintenance, management and review of the plan are the responsibility of the School's School Business Manager.

**It is the Headteacher's responsibility to ensure that all staff are aware of the BCP and that those designated to carry out actions when the plan is implemented are adequately briefed, trained and competent to perform their tasks.**

## ***AIM***

The School has in place an EMERGENCY EVACUATION PLAN for critical incidents (Appendix 1 in the Health and Safety Policy).

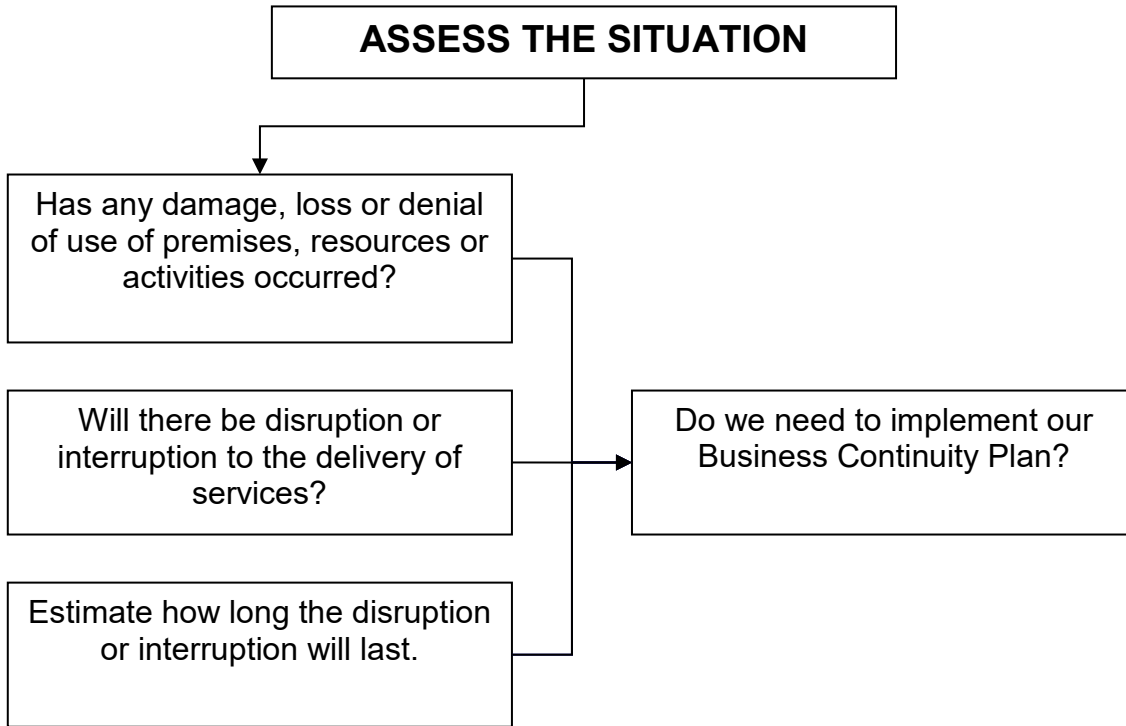
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This plan should be followed in the first instance. The BCP is intended to plan for dealing with the longer term impacts and effects of a critical incident.

### ***COMMUNICATION FOLLOWING AN INCIDENT***

One of the highest priorities, following the safe evacuation of staff and pupils from the building, will be to re-establish communication with key stakeholders - including parents and carers. The school subscribes to the In-Touch Text Service for sending text messages. It also uses the Website for information to stakeholders via the internet. The effective management of BCP will depend upon establishing these lines of communication immediately following an incident – using the resources of another LBR location. In the case of Wanstead High School, the nearest location is Cranbrook Primary School. This base would be for communication needs and to ensure Key Stakeholders are updated with the incident and action being taken. Cranbrook would not be a venue for Wanstead High School to carry on in the full capacity as a school.

# PHASE I (Strategic): ASSESS THE SITUATION



The following is a list of the main critical functions (assets, resources and activities) that support the delivery of education and other school based services:

Critical Function	Description
Teaching staff	The provision of a suitable number of qualified teaching staff to deliver National Curriculum Key Stage 3, 4 and 5.
Support staff	The provision of sufficient experienced support staff to provide safe supervision and assist in the education of pupils and running of establishment services including extended 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 requirements, health & safety legislation etc.
Catering facilities and staff	The provision of suitable catering facilities to enable the preparation of school meals including free school meals. The provision of suitably trained catering staff to prepare school meals to national standards.

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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, preparation of meals, washing etc.
Utilities-electric	The supply of electricity to enable ICT systems to run, lighting of premises, etc.
Provision of ICT education	The provision of ICT to deliver education and communication.
Provision of ICT administrative (network)	The provision of ICT to support essential school management functions – via access to the shared network.
Provision of ICT (local PC's)	The function of local PC's and data.
Keeping of suitable records	The keeping of suitable records in relation to staff/pupils and general administrative functions within the establishment.
Provision of Cleaning	The provision of suitable numbers of cleaners to carry out general cleaning such as toilets, waste collection and removal.

The '**Maximum Tolerable Period of Disruption**' (MTPD) has been determined by the Governing Body and Headteacher based upon whether an impact is deemed to be 'significant' or 'very significant'. The following summarises the MTPD acceptable for each critical function:

<b>CRITICAL FUNCTION</b>	<b>MTPD</b>	<b>Level of Impact</b>	<b>NOTES</b>
Teaching Staff	2 days	VS	Very Significant Impact. Lack of sufficient staff to provide safe supervision would have an immediate impact upon service delivery.
Support Staff	1 week	S	Significant Impact. Lack of sufficient staff to provide safe supervision would have immediate impact upon service delivery.
Premises	1 week	VS	Damage to premises and utilities or denial of access to premises will have a Very Significant Impact if lasting for more than 1 week.
Catering	1 week	MOD	Loss of normal catering arrangements would mean the delivery of alternative cold meals. Catering contractor to have in place appropriate BCP.

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<b>CRITICAL FUNCTION</b>	<b>MTPD</b>	<b>Level of Impact</b>	<b>NOTES</b>
Utilities	1 week	S	Loss of utilities, depending on circumstances may result in immediate school closure, depending on circumstances and seasonal factors (e.g. summer or winter). Such closure will have a significant impact after 1 week similar to loss of use/denial of access to premises.
ICT Education	2 weeks	MOD	Although disruptive it would be possible to continue education.
ICT Administration	2 days	S	Loss of access to borough shared network is less critical so long as access is retained to locally stored backups of critical data.
Records and Information	1 month	S	Dependent upon the amount of data lost and how much recoverable.
Cleaning	2 days	M	This would become an immediate H&S risk but alternative arrangements could be put in place fairly quickly.

**Below are some guidelines as to the impact levels**

<b>Category</b>	<b>Descriptor</b>
Insignificant (i)	There is not thought to be any detrimental impacts that would warrant the implementation of a BCP.
Minor (M)	There is thought to be some detrimental impact on the provision of service but not significant enough to warrant the implementation of BCP.
Moderate (MOD)	There is thought to be some impact on some areas. This may require the implementation of BCP if the impact is considered to affect critical areas such as education or child well-being.
Significant (S)	A significant impact in a number of areas that warrants the implementation of the BCP.
Very Significant (VS)	The impact is severe with major detrimental impact on education, stakeholders and extended services. There are also major compliance issues and damage to the reputation of establishment, Children's Services and Council. Immediate implementation of BCP.

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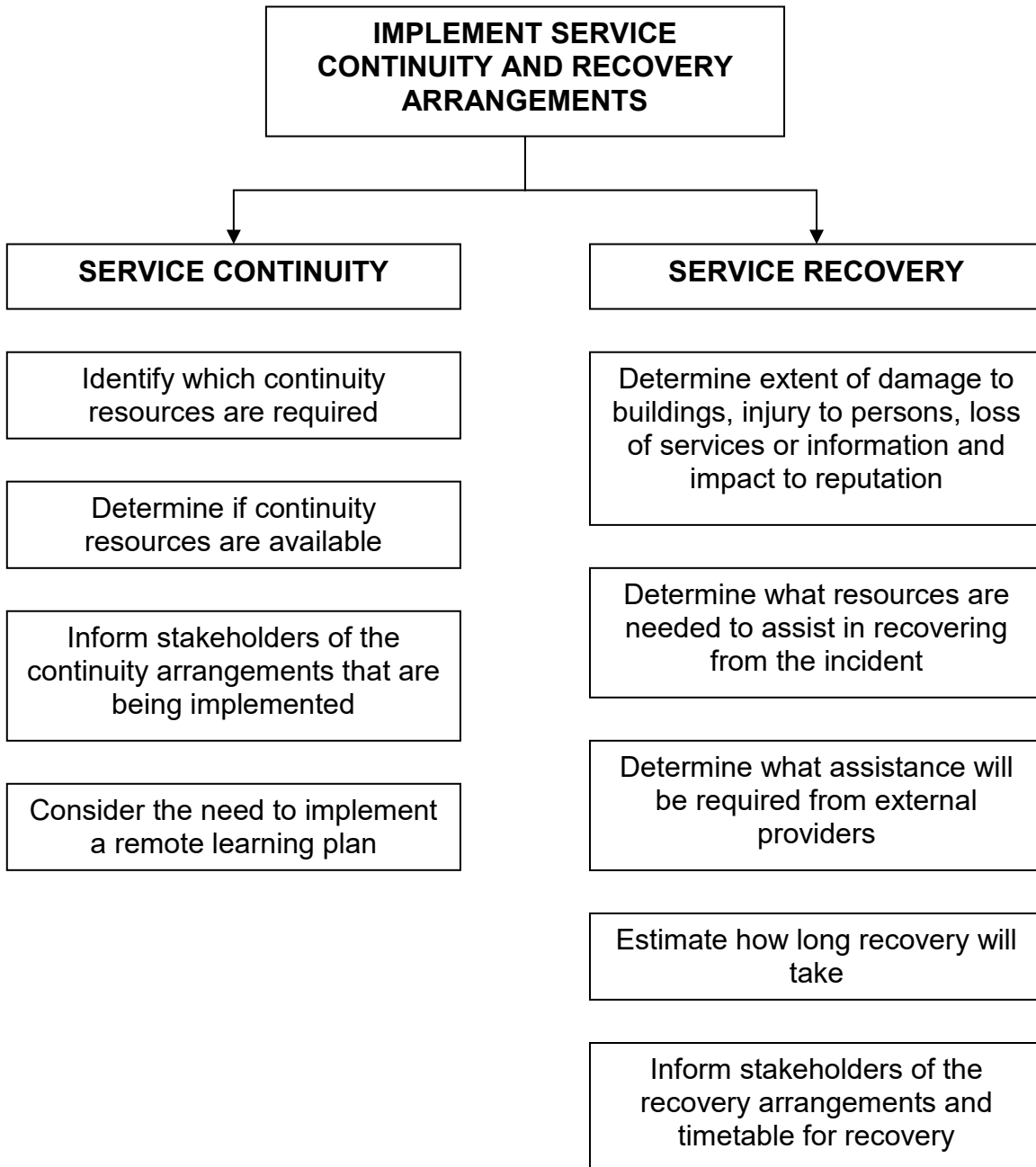
**Below is a summary of the typical impacts that a loss or disruption may have:**

<b>Impact Area</b>	<b>Descriptor</b>
Education	Impacts on education may include loss of large number of days of teaching, disruption to education, loss of work and assessments.
Child welfare/well-being	Impacts on a child may include physical impacts (e.g. hunger, cold etc), psychological impacts (e.g. loss of accumulated work, adjustment to change of surroundings, routine, personnel), behaviour, future prospects and educational abilities.
Parents/Guardians	Impacts on parents/guardians may include loss of earnings (taking time off work), disruption to work, perception of establishment and LBR Children's Services.
Statutory Compliance	Statutory compliance may include duty of care, H&S legislation, duty to provide 190 days education, OFSTED, duty to provide free school meals etc.
Reputation	Reputation may be the reputation to the establishment and LBR Children's Services.
Extended Services	Extended services may include Outreach, After School Clubs and Playschemes.
Staff	Impacts on staff can be financial, physical, psychological.



# PHASE II (Tactical): IMPLEMENT BUSINESS CONTINUITY PLAN

The Governing Body in consultation with the Headteacher and Local Authority will decide upon the tasks required to be undertaken in response to the scenario that exists following the BCP incident.



## PHASE III (Operational): SERVICE CONTINUITY ARRANGEMENTS

**The school's staff, supported by the local authority and other external agencies as specified below, will implement the contingency arrangements specified below and in accordance with direction of the Governing Body and Headteacher.**

RESOURCE LOSS - STAFFING	CONTINGENCY REQUIREMENT
Headteacher	Senior Deputy Headteacher to step up to Acting Headteacher. Chair of Governors and Children's Services to be advised.
Deputy Headteacher	2 <sup>nd</sup> DHT to cover with support from Senior Members of Staff.
School Business Manager	Finance Officer, with support from School Finance Limited who already act in an advisory capacity and are aware of the financial position.
School Data and Examination Manager	ComputerTalk & School Business Manager
Teaching staff	Cover initially by other teaching or cover staff. Longer term absences by Agency Teachers.
Learning Support Staff	Cover by additional hours for LSAs or by Agency Staff. Details held by Ronnie Knock.
Network Manager & ICT Technicians	Computer Talk Limited 07968411882 – Liam O'Mahony
Administrative Support Staff	Initial cover to be provided by additional hours for available staff or by Teaching and Learning Support Staff familiar with the school's routines. Longer term cover by Agency staff. Finance back up can be arranged with School Finance Limited.
Caretaking Staff	Initial cover to be provided by additional hours for available staff. Agency handyman services as required.
Cleaning	Lewis & Graves Cleaning Contractor to provide cover.
Catering	AIP Catering contractor to provide cover. Packed lunches to be sent in with children if necessary.

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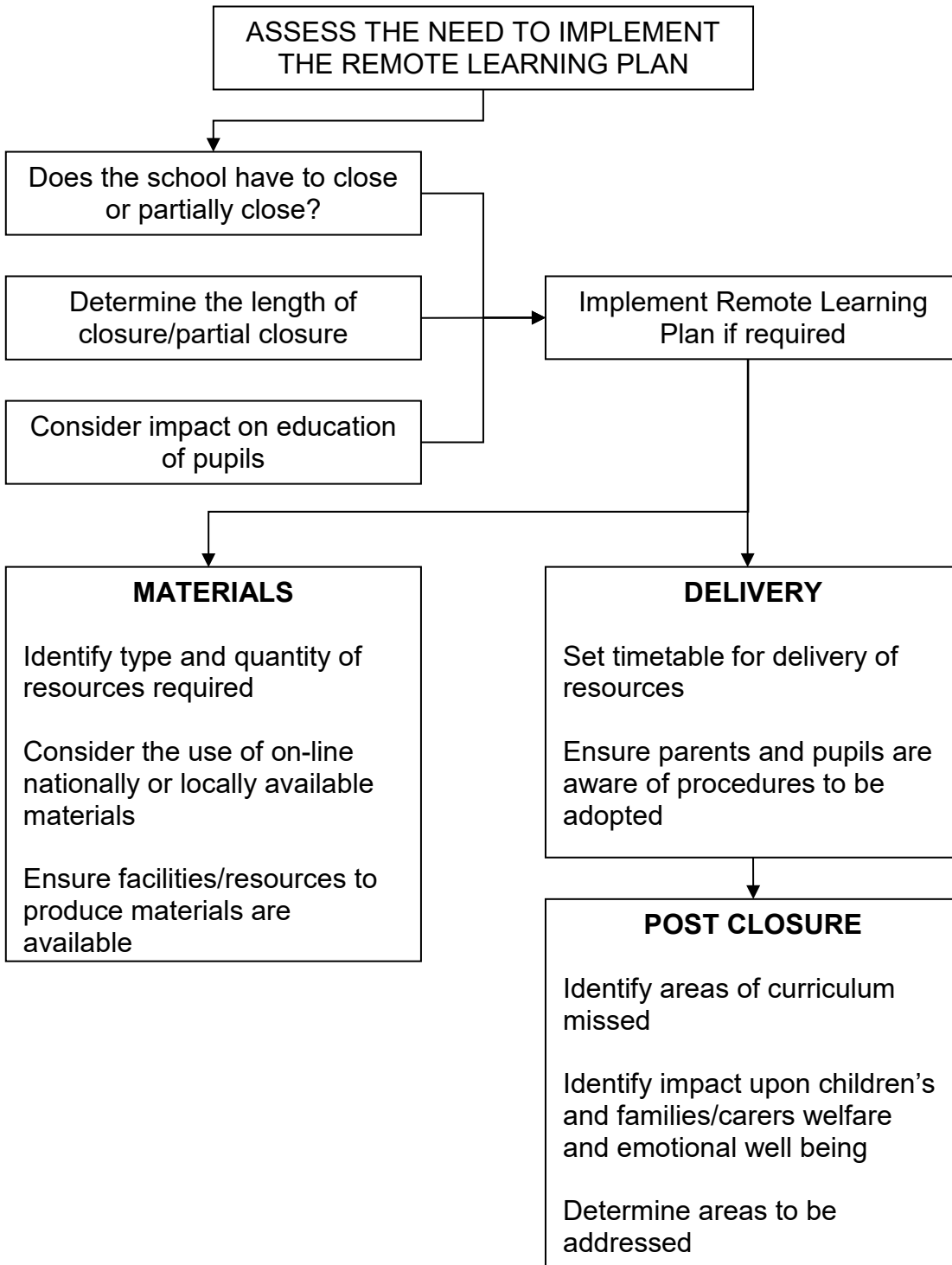
<b>RESOURCE LOSS - PREMISES</b>	<b>CONTINGENCY REQUIREMENT</b>
<p>Denial of use of whole site. Examples:</p> <ul style="list-style-type: none"> <li>• uninhabitable (fire, flood)</li> <li>• extended denial of use due to utility failure.</li> </ul>	<p>Scenario-specific!</p> <ul style="list-style-type: none"> <li>• Up to 2 days to recover premises – close school.</li> <li>• Up to 5 days – close school – implement remote learning where applicable.</li> <li>• (see Annex 1 - Remote Learning Plan).</li> <li>• Over 5 days – liaise with Children’s Services to identify alternative arrangements.</li> </ul>
<p>Damage/partial denial of use of classroom(s) and/or associated contents</p>	<p>Relocate class(es) to alternative usable area – e.g. Art Room, Drama/Dance Studio &amp; Alan Hearne Hall.</p> <ul style="list-style-type: none"> <li>• If appropriate divide into smaller groups.</li> <li>• Redistribute resources across school.</li> <li>• If necessary request loan of furniture from local school/LBR.</li> </ul>
<p>Damage/denial of use of ICT room and/or associated contents</p>	<p>Relocate class(es) to alternative usable area – e.g. Library.</p> <ul style="list-style-type: none"> <li>• If appropriate divide into smaller groups.</li> <li>• Redistribute ICT resources from other areas within the school.</li> <li>• If necessary request loan of ICT equipment from local school/LBR.</li> </ul>
<p>Damage/denial of use of administrative areas and/or associated contents</p>	<p>Confidential information stored on encrypted portable hard drives (including copy held securely offsite by ComputerTalk).</p> <ul style="list-style-type: none"> <li>• Access to emails via Internet.</li> <li>• Suitable alternative space will be found for admin staff</li> <li>• ICT systems to be restored in a suitable alternative location</li> </ul>
<b>RESOURCE LOSS - SERVICES</b>	<b>CONTINGENCY REQUIREMENT</b>
<p>Loss of utilities (gas, electric, water)</p>	<p>Assess impact and whether building should be closed. Liaise with relevant utility to effect resumption of service.</p>
<p>Damage/denial of use of catering facilities Loss of catering staff</p>	<p>Caterers to bring in food from other locations. Children to bring own packed lunch if necessary.</p>

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Loss of telephone system	Use "In-Touch" to send text message (SMS) to all parents and staff with alternative Mobile Numbers. Use Website to communicate further information as appropriate to the scenario. Display information on "A-Boards" at school entrance.
Loss of I.T servers/software	Server is fully backed up. IT Contractor to resolve.
Loss of I.T hardware	Replace a.s.a.p.
Loss or damage to paper files (including administrative records, children's' records and work)	These files generally provide easy access to documents otherwise held electronically. In exceptional cases, where documents cannot be restored from other sources, some documents (i.e. forms requiring parental signatures) may need to be re-created.

# Annex 1: REMOTE LEARNING PLAN

The Remote Learning Plan is activated in scenarios resulting in denial of use of the school premises for a period in excess of 5 days – or as otherwise directed by the Governing Body and Headteacher.



## REMOTE LEARNING PLAN

DETAILS OF REMOTE LEARNING STRATEGY TO BE ADOPTED	
ALTERNATIVE SITE	<p>In conjunction with Children's Services, identify an alternative site(s) where the remote learning could be carried out (e.g. material preparation, delivery and support).</p> <p>Materials could be prepared centrally from another school or LA building.</p> <p>Person(s) Responsible: Headteacher</p>
HEALTHY & SAFETY REQUIREMENTS	<p>Carry out Risk Assessments of any alternative accommodation.</p> <p>Person(s) Responsible: Health &amp; Safety Coordinator</p>
TRANSPORT	<p>Liaise with LBR Transport and Children's Trust to organise transport to and from alternative accommodation if applicable.</p> <p>Person(s) Responsible: Deputy Headteacher</p>
ELECTRONIC LEARNING ONLY	Determine how many pupils have access to I.T facilities / IT equipment.
	Consider the option of loaning equipment to pupils.
	Can pupils gain access through other means?
	Ensure electronic learning platforms are secure and protected from viruses.
	Can access be gained to the learning platform away from the school (if school access is denied)?
MATERIAL PREPARATION	<ul style="list-style-type: none"> <li>• Identify any core materials that can be developed and stored in advance of an incident?</li> <li>• Identify how much material has to be prepared to enable 1 weeks' worth of remote learning (general materials)</li> <li>• Ensure materials can be stored electronically and accessed off-site in case access to the school is denied</li> </ul>

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	<ul style="list-style-type: none"><li>• Identify the person(s) responsible for developing learning materials now and during any period of closure</li><li>• Do these persons require any training (e.g. on electronic systems)</li><li>• (If yes detail below training requirements)</li><li>• Identify delivery and collection methods</li></ul>
FAMILY / CARER SUPPORT	Contact Social Services to advise of any support require for Families and Carers of Pupils during disruption.  Person(s) Responsible: Headteacher / Deputy Headteacher
OUTREACH SERVICE	Consider relocation or home working for Outreach Staff.  Person Responsible : SENDCO
INFORMATION	Ensure all stakeholders are kept fully advised.  Person(s) Responsible: Children's Services, Governing Body, Headteacher

## Annex 2: CONTACT LIST (Support)

The contact list is the section of the plan most liable to frequent change. The list should be reviewed for accuracy at six monthly intervals and should otherwise be subject to daily revision as changes to personnel or their contact numbers are advised. (Accountable: School Business Manager)

CONTACT	NAME	TELEPHONE NUMBER/S
MAJOR INCIDENTS Emergency Planning Team – London Borough of Redbridge	Adrian Loades Colin Steward Rachel Bowerman	07949 631516 07966 225109 07946 192647
Out of Hours Emergency	Contract Centre	020 8554 500 / 8708 5897
London Borough of Redbridge Insurance Service	Satinder Sidhu – Risk & Insurance Manager Head of Risk & Children's Services	0208 708 3550 020 8708 3923
Building Technical Services LBR	LBR	07931 530394
Cartel Security Systems	Out of Hours	0870 606 7265
Electricity : KCC Laser - NPower	LBR	07985 651033
Electrical contractor	LBR	020 8708 333
Fire Alarm	Out of Hours	020 8708 3336 07699 391261
Gas: KCC Laser – British Gas	Emergency Number	0800 111999 (Smell Gas) 07931 530394 / 07957 265438
Heating contractor	Jupiter Facilities Management Phil Dorrell	01268 288988 0771 2529948
Water: Thames water	Emergency 24 hour line – Thames W.	07931 530394 0845 9200 800
Legionella Testing	Jupiter Facilities Management Phil Dorrell	01268 288988 0771 2529948
Staff Agencies	Ronnie Knock – Snr Cover Supervisor Helen Davies – Office Manager (Deputy Cover)	02089892791 Ext. 207 02089892791 Ext. 251
Catering Services	AIP – Marie Connor	07947 6107670
Cleaning Services	Lewis & Graves Tracey Parker	020 8519 9990
Finance Assistance	School Finance Limited – Steve Hibbin	07941 290531