EXCALIBUR PRIMARY SCHOOL

BUSINESS CONTINUITY/CONTINGENCY PLAN

The Business Continuity/Contingency Plan in respect of Excalibur Primary School has been discussed and adopted by the Governing Body

Chair of Governors *Jo Bain*

Head Teacher: *Juliet Jones*

Ratified at the meeting of Full Governing Body on: 15th May 2023

To be reviewed May 2026

BUSINESS CONTINUITY PLAN

Statement of intent

Excalibur Primary School is committed to protecting the welfare of our entire school community and, as such, understands that clear and effective procedures need to be in place to outline the school's response in a variety of situations.
Whilst most incidents within school can be dealt with following day-to-day school procedures, there are more serious incidents which will require an established emergency response – these are as follows:

- An inability to carry out daily and/or critical activities
- Loss of life or serious injury to staff, pupils or members of the school community/public
- Serious damage to, or loss of, a part of/full building or access to a building
- Adverse publicity and/or reputational impacts
- Loss or breach of ICT systems and/or data
- Loss or shortage of staff
- Loss of critical supplier or service

This Business Continuity Plan has been developed to ensure the school is prepared for, and is able to recover from, unexpected disruptions that are critical to the school.

This Business Continuity Plan is required to ensure continuity of service in the event of an emergency or significant operational disruption. The plan needs to be read in conjunction with the Critical Incident and Business Continuity Policy and the Critical Incident Plan.

The Plan is regularly reviewed and updated to ensure that it fully reflects current working practices and technology and that key members of staff are aware of their roles and responsibilities in the event of a disruption.

1. Critical School Activities

The school has identified critical activities which would take priority for recovery in an incident, on the basis that if these were not recovered, it would have the greatest impact on the school community such that the school would be unable to deliver the service, or there would be significant harm or risk caused to individuals. These are detailed below.

Critical activity	Resources required for the critical activity	Need for resources						Comments
		4 hrs	24 hrs	48 hrs	1 week	2 weeks	1 month	
Teaching	Electricity Supply	Y						
	Water Supply	Y						
	Heating	Y						
	Telephone		Y					
	Evolve		Y					
	Prime		Y					
Safeguarding	CPOMS	Y						
Catering	Gas Supply	Y						
	Food	Y						
	Catering Equipment	Y						
ICT systems	Server	Y						
	SIMS	Y						
	Administration		Y					
	Internet	Y						
	Classroom Screens			Y				

2. Paper Based Activities

The school has identified vital paper-based records that are not stored on the computer network which, if lost or damaged, would prevent or severely impair the school's ability to deliver a service, or would lead to a high risk to the rights and freedoms of individuals. These are identified below.

Document type	Information held	Location	Duplicated? (Y/N)	Where are duplicates held?
Safeguarding Papers	Safeguarding records pre - Cpoms	Locked cabinet in Headteacher Office	N	N/A
Financial Records	Invoices, GRN and Credit Card backing info	Locked cupboard on school office	N	N/A
HR Files	Individual Personnel files, timesheets and sickness records	Locked cupboard on school office	N	N/A
Health and Safety Records	Contractor visits, contractor sign in and risk assessments	Locked cupboard behind reception	N	N/A

3. **Inventory**
   The school holds an electronic photo inventory of all rooms within the school in order to assist with determining the level of damage and loss following the incident

4. **High-value items**
   The high value items are listed in the school's asset register which lists the cost and purchase date for insurance purposes.

5. **Risk Rating**
   The school has defined a risk-rating system to determine the likelihood of an incident occurring and the possible impact of such an incident.

Likelihood		Impact	
1	Low	**1**	Minor
2	Medium	**2**	Significant
3	High	**3**	Major

Risk-rating impacts are further defined below:

Risk-rating	Description
Minor	• Disruption affects a single class, year group or other function and can be managed through normal operational activities • Disruption is not serious or widespread and is unlikely to affect school operations to a significant degree • No significant impact on staff or pupil safety • The critical incident team needs to be notified and the incident needs to be monitored • Possible partial or full activation of the Business Continuity Plan
Significant	• Disruption affects more than one year group, class or other function and remains self-contained • The affected area has the capacity to manage the disruption – with or without support • May require activation of specific resources, e.g. ICT • Significant impact on staff or pupils' safety • Senior incident team needs to be notified to discuss whether to activate the Business Continuity Plan • Escalation of the incident needs to be monitored • Likely partial or full activation of the Business Continuity Plan
Major	• Disruption affects the whole school and possibly the local community • Major impact on pupil or staff safety • Affected area does not have the capacity to manage the disruption • Requires the activation of specific resources, e.g. ICT • Senior incident team needs to be notified to discuss whether to activate the Business Continuity Plan • Escalation of the incident needs to be monitored • Activation of the Business Continuity Plan, where necessary

6. Potential Disruptions

The school has identified four key disruptions that would be critical to the schools ability to provide a service in the event of an incident, these are:

- Loss of premises
- Loss of staff
- Failure of ICT systems
- Loss of services

The incident response, continuity and recovery procedures outlined in section 7,8 and 9 of this plan are applicable to all incidents; however, the school has identified specific provisions in addition to these procedures for each potential disruption.

Loss of Premises

Loss of premises may be caused as a result of fire, flood, loss of essential utilities or another incident. The school has a duty to provide a safe, suitable and secure site for staff and pupils. The provision outlined below are implemented in accordance with the following school policies:

- Fire Prevention Policy
- Bomb Threat Plan
- Adverse Weather Plan
- Lockdown and Fire Procedure

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Complete loss of site	1	3	• The children and staff will temporarily be transferred to Alsager Golf and Country Club for parent pick up. • RPA insurance will be contacted immediately • Medium Term - The school will rent mobile classrooms placed on school grounds in order that school activities can continue • Long Term – Rebuild or refurbishment of school
Partial loss of site	1	2	• The children will share classes or the school hall will be used as a classroom • School may close for specific classes • RPA insurance will be contacted immediately • Medium Term - The school will rent mobile classrooms placed on school grounds in order that school activities can continue • Long Term – Rebuild or refurbishment of part of the school
Temporary loss of premises (e.g. utility failure)	3	1	• Utility provider contacted to ascertain issue • The school may have to be closed until temporary utilities can be re-established

Loss of Staff

Loss of staff is most likely to occur during adverse weather, strike action or an outbreak of disease. It is a critical function of the school to provide a suitable number of staff to deliver pupils' education. The provision outlined below are implemented in accordance with the following school policies:

- Adverse Weather Plan
- Strike Action Risk Assessment
- Infection Control Risk Assessment
- Specific Business Continuity Plans

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Adverse weather	2	3	• The school may have to be closed • Teaching Assistants or Agency staff could be used if available
Strike action	1	3	• The school may have to be closed • Teaching Assistants or Agency staff could be used if available • Use of pre-prepared teaching materials • Suspending of non-critical activities • Larger class sizes, where possible

Outbreak of disease	3	3	• The school may have to be closed • Teaching Assistants or Agency staff could be used if available • Use of pre-prepared teaching materials • Suspending non-critical activities • Hygiene precautions put in place

Failure of ICT Systems

Failure of ICT systems may occur as a result of a fire or flood disaster or may be caused by a data breach. The school has a responsibility to uphold the security of all data it holds. The provisions outlined below are implemented in accordance with the following school documents:

- Data Protection Policy
- Freedom of Information Publication Scheme

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Failure of ICT system	1	3	• Off-site back-up will be used to reinstate systems • On-site back-up will be used to reinstate systems • Paper recording systems will be used until the ICT system is reinstated
Loss of data	1	3	• The DPO to report data loss to ICO where necessary • Notify data subjects of data loss where necessary

It is essential to maintain effective ICT back-up arrangements in order to prepare for, and recover from, any failure of an ICT system or loss of data. Apex and the School Business Manager are responsible for conducting twice daily ICT back-ups.

Loss of Services

Loss of services may occur, for example, where the service provider suffers a critical incident and they are no longer able to provide the service to the school. The school has a responsibility to ensure that pupils and staff are provided with a safe environment at all times. The following provisions outline the school's response in the event of a loss of a service:

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Electricity/gas loss	2	3	• Utility provider contacted to ascertain issue • The school may have to be closed until utilities can be re-established • Additional portable heaters would be rented • RPA would be informed • CEC would have to provide temporary supply for the kitchen or cooked food in from another kitchen
Water loss	1	3	• Water provider contacted to ascertain issue • The school may have to be closed until water supply can be re-established • Identify alternative water supplies for the school • RPA would be informed

7. Initial Response

Requirement	Other action to take	Responsible person	Completed? (✓)
Initial response			
Incident			
Assess the severity of the incident	Determine: - The situation - The impact on pupils and staff. - The scale/severity, duration and impact. - Disseminate information to others. - Call emergency services if necessary. - Evacuate/invacuate/lockdown the school building if necessary.	Critical Incident Team	
Individuals to carry out specific roles in the Critical Incident Action Plan.	Information on responsibilities found Appendix 1 of the Critical Incident and Business Continuity Policy. Remember to: Allocate tasks amongst the senior incident team. Ensure staff are clear about their responsibilities. Establish the location and frequency of meetings.	Critical Incident Team	
Inform all other staff of the incident	Inform the Local Authority is applicable Inform all other staff and governors as appropriate	Headteacher	
Consider how the incident affects extended services	Liaise with extended services as necessary	Headteacher	
Maintain a log of any injuries sustained to pupils, staff or visitors	Ensure the log is provided to emergency services	Critical Incident Team	
Work closely with other services, e.g. emergency services, as required	Provide information to those arriving on the premises. Ascertain the whereabouts of all pupils, staff and visitors and ensure emergency services are aware of anyone who is unaccounted for	Site Manager Headteacher	
Contact relatives of those involved in the incident if appropriate	Decide the most appropriate method – if the incident is very serious, liaise with the police and LA about informing next of kin	Headteacher	
Where the incident involves failure of ICT systems or a loss of data, take steps to maintain security of systems as appropriate	Liaise with DPO to maintain security of the school's network and data Attempt to recover important documentation Contact Apex who can assist with document recovery if necessary Notify the ICO of personal data breach within 72 hours, if necessary Notify data subjects of personal data breach, if necessary	SBM	
Resources			

Secure school premises	Consider disabling utility supplies	Site Manager	
Maintain access to school entrance	Ensure emergency services can access the school premises as required Prevent parking in restricted zones	Site Manager	
Work with school staff and the emergency services to control access to the school	Advise staff to check the identity of others when arriving at the school premises Provide authorised visitors with ID badges and ensure they sign in and out Ensure media access is controlled Advise emergency services of any property related issues or hazards, e.g. asbestos, and provide with a site map if appropriate	Site Manager	
Welfare			
Establish arrangements to meet the welfare needs of pupils, staff, parents, visitors and others	Identify pupils who may require additional support: - Those with SEND - Those with other medical needs - Those with personal emergency evacuation plans Any individual who is particularly vulnerable or badly affected, e.g. a witness to the incident Identify any staff members, volunteers, parents or others who may be particularly affected by the incident	Headteacher Teacher SendCo	
Log-keeping			
Attend meetings held by the critical incident team	Keep a log of important information, actions taken and decisions made	Critical Incident team	
Ensure that each member of staff keeps an incident log	Incident logs should be regularly communicated to the appropriate incident response team, who should then communicate to other response teams	Staff	
Communications			
Dedicate telephone lines for incoming and outgoing calls	Arrange extra support at reception if necessary	Office Staff	
Record a new message on the school answerphone if appropriate	Consider setting the phone to 'answer only' mode	SBM	
Inform those involved in the response of any communication difficulties, e.g. poor signal	Help staff with any communication needs	SBM	
Media management			
Organise appropriate responses to media requests	Seek support from the LA	Link Governor	
Control media access to the premises, staff and pupils	Avoid allowing access to the site, pupils or staff unless there is a reasonable reason to do so and consent has been sought Liaise with the police if necessary Designate a specific area for the media, away from the school entrance	Link Governor	

Develop a brief media statement	Media statement will be in line with LA Information must be limited until facts are clear and all parents have been notified	Link Governor Headteacher	

8. Business Continuity

Requirement	Other action to take	Responsible person	Completed? (✓)
Ongoing response			
Incident			
Nominate a main contact for the coordination of the response	Continue to liaise with emergency services as required	Headteacher	
Continue to allocate tasks for each critical incident team member	Work closely with the critical incident team to coordinate actions and resolve any complications or difficulties If the response is likely to last for a significant amount of time, e.g. longer than two hours, consider staff rotation	Headteacher	
Plan to maintain critical activities	Consider how the following activities are maintained: - Immediate and ongoing priorities - Communication strategies - Resource availability - Deployment of resources - Roles and responsibilities - Finance - Monitoring and reporting on the situation - Stakeholder engagement - Welfare issues Planning the recovery of non-critical activities	Headteacher SLT	
Minimise disruption to education	Ensure arrangements are in place to keep the school open and maintain normal routines wherever possible Ensure parents are informed of any changes to the school routine	Headteacher Office Staff	
Ensure regular briefings are given	Give briefings to: - Staff - Pupils - Parents - Governors - Services – emergency or otherwise	Headteacher	
Work closely with the individual responsible for media management to provide regular briefings to the media	Seek support from other organisations if necessary	Link Governor	
Ascertain whether all necessary individuals have been informed of	In the event of a serious injury or fatality, ensure the HSE has been informed in line with RIDDOR	Headteacher	

the incident			
Seek advice on legal and insurance issues if appropriate	If the incident is a crime scene, seek advice from the police and other emergency services	Headteacher	
Resources			
Liaise with utility suppliers as required		Site Manager	
Establish safe and secure areas to assist with the response	Areas may include: - Media briefing room - Briefing area for parents - Senior incident response team briefing room	Site Manager	
Liaise with staff and other organisations to provide access to facilities and resources as required	If necessary, open or close parts of the school premises Establish temporary accommodation, if required	Site Manager	
Ensure the school premises is secure	Provide temporary fencing around damaged areas and arrange for broken windows to be boarded, for example	Site Manager	
Welfare			
Assess the welfare of those involved	Continue to monitor and provide support for those that have been affected by the incident Ensure staff take regular rest periods	Headteacher	
Determine arrangements for returning pupils to their parents	Ensure members of staff are available to meet families	Headteacher	
Inform pupils of the incident	Seek support from educational psychologists about the best way to inform pupils, if necessary Ensure pupils are spoken to before they leave the school premises to determine if any extra support is needed Ensure religious and cultural factors are considered wherever necessary	Headteacher	
Log-keeping			
Keep accurate records of any individual admitted to hospital or treated by the emergency services	Ensure records are communicated to the senior incident response team	Critical Incident Team	
Keep accurate records of all items lost by pupils, staff or visitors	Ensure records are communicated to the senior incident response team	SBM	
Keep accurate records of all expenditure incurred	Record all costs incurred as a result of the incident response	SBM	
Communications			
Consider the most effective arrangements for contacting pupils' parents	Ensure a record of all calls made to parents is maintained	Headteacher	
Liaise with the individual responsible for media management about	Liaise with LA to issue media statements	Link Governor	

contacting local radio stations			
Communicate to parents	Consider letters home that include information on: - The details of the incident. - How their child was involved. - The actions taken to support those involved. - Who to contact if they have any concerns or queries.	Headteacher Office Staff	
Media management			
Devise an ongoing strategy for handling media requests	Work closely with the media to establish what information is required and any deadlines Gather information from the critical incident team and other organisations as appropriate	Link Governor	
Provide regular statements to the media	Ensure messages are accurate Ensure the protection of identities is considered All press releases need to be checked and agreed by emergency services and the LA	Link Governor	
Advise staff on where to direct media enquiries	Ask staff, pupils and parents to avoid speculation when talking to the media Avoid the spread of misinformation by ensuring individuals are clear on where to direct enquiries Ensure there is a plan in place to manage any distress that could be caused by ongoing police enquiries, legal proceedings or media attention	Headteacher	

9. Recovery

Requirement	Other action to take	Responsible person	Completed? (✓)
Recovery			
Incident			
Nominate an individual to act as the main point of contact for the recovery process	Allocate tasks amongst the different response teams	Headteacher	
Ensure that post-incident support is available to anyone who requires it	Ensure access is given to educational psychologists Allow staged returns to school where necessary Staff member will visit the pupil at home or hospital, if applicable, to determine necessary support	Headteacher	
Minimise disruption to education	Put arrangements in place for remote learning where possible Work with school staff to	Headteacher	

	restore the usual school routine as much as possible		
Work closely with senior incident response team in organising remedial work	Organise remedial work to the school premises Liaise with RPA and other organisations as appropriate In the event of a public health incident, consider ordering infection control supplies and increasing the cleaning regime	Headteacher SLT Site Manager	
Complete any necessary forms or paperwork	Ensure an inventory is held of any equipment that has been damaged or lost Arrange for important items/documentation to be recovered, replaced or destroyed	SBM	
Arrange debriefs	Debriefs should be arranged for all staff, pupils, parents and visitors Represent the school at other debriefs which may take place	Headteacher	
Initiate a review of the Business Continuity Plan	Review should be held in conjunction with the different incident response teams to discuss effectiveness and any changes required	Headteacher	
Consider contacting nearby schools	Inform them of any important issues relating to the incident	Headteacher	
Welfare			
Introduce a strategy to monitor and support pupils and staff particularly affected by the incident	Ensure all staff are aware of this strategy Offer pupils and staff the opportunity for psychological support and counselling Ensure pupils and staff know how to access the above services Arrange any support required and ensure this is in place for as long as necessary Ensure pupils have access to areas where they can take a timeout if necessary	Headteacher	
Consider which pupils need to be briefed, how and who by	Provide opportunities for pupils to discuss their experiences Ensure all new pupils are made aware of the	Headteacher	

	incident and how the school and/or community were affected		
Communications			
Provide ongoing updates to all pupils and parents	Organise an event for parents to discuss any issues or concerns	Link Governor	
Media management			
Keep the media informed of developments in the recovery process	Ensure a positive image is maintained Be aware of the media's interest in memorials or anniversaries of the event	Link Governor	