

# RIVERSIDE SCHOOL



## Business Continuity Plan

APPROVED BY GOVERNORS

RESPONSIBLE PERSON - HEADTEACHER

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## **1. Introduction and Statement of Intent**

### **What is Business Continuity**

Business continuity is a business' level of readiness to maintain critical functions after an emergency or disruption. These events can include:

- Security breaches;
- Natural disasters; and
- Power outages.

Business continuity is a management process that provides a framework to ensure the resilience of your organisation, in this case a school, in the event of an incident or business disruption. It ensures the continuation of services while protecting your reputation – a failure to deliver services could potentially put vulnerable children at risk.

Business Continuity Plans need to be clear, concise and tailored to the needs of the organisation – no 'one size fits all' solution exists.

The cause of service disruptions that may have a significant impact include:

- Loss of premises
- IT failure
- Loss of utility supply (e.g., electricity, gas, water)
- Loss of personnel
- Loss of telecommunications
- Loss of critical supplier

### **Statement of Intent**

Riverside 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/ full building access;
- Adverse publicity and/ or reputational impacts;
- Loss or breach of ICT systems and/ or data;
- Loss or shortage of staff; and
- Loss of critical supplier or service.

The 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.

## 2. School Policies and Procedures

This plan has been developed in accordance with, and will be implemented alongside, the following school policies and procedures:

- Emergency Management Plan
- Data Protection Policy
- Data Breach Policy
- Invacuation, Lockdown and Evacuation Policy
- Infection Control Policy

In line with the school's Data Protection and Data Breach Policies, the school ensures that only relevant individuals have access to this Business Continuity Plan, with particular reference to the tables providing an overview of data held by the school within this plan, to uphold data security.

## 3. Contact Details

### A. Senior Incident Response Team

A senior incident response team or disaster management team will be established at the onset of an incident to assist the headteacher in managing the school's response. The senior incident response team involves the most senior members of the school.

Name	Role	Telephone Numbers 1 and 2	Responsibilities
Steve Solomons	Headteacher	01689 870 519	<ul style="list-style-type: none"> <li>• Overall responsibility for the day-to-day management of the school, including principal decision-maker in times of crisis</li> <li>• Ensuring that the school has sufficient capacity to respond to a crisis</li> <li>• Determining the school's overall response and recovery strategy</li> </ul>
Amy Price	Deputy Headteacher	01689 870 519	<ul style="list-style-type: none"> <li>• Supports the headteacher in the day-to-day management of the school, including in times of crisis.</li> </ul>
Charlotte Downs	Deputy Headteacher	01689 870 519	<ul style="list-style-type: none"> <li>• Supports the headteacher in the day-to-day management of the school, including in times of crisis.</li> </ul>
George Christian	Chair of Governors		<ul style="list-style-type: none"> <li>• Liaises with the headteacher in response to a crisis</li> <li>• Coordinates with the headteacher to provide strategic direction in planning for</li> </ul>

			<ul style="list-style-type: none"> <li>and responding to a crisis</li> <li>• Supports the school's crisis response and subsequent recovery</li> <li>• Ensures that the school business continuity plan remains fit for purpose</li> <li>• Reporting to parents on the resilience of the school business continuity plan</li> </ul>
Darren Jenkins	Vice Chair of Governors		<ul style="list-style-type: none"> <li>• To act as deputy and support to the chair of governors</li> </ul>
Naomi Walters	School Business Manager	01689 870 519	<ul style="list-style-type: none"> <li>• To support the ongoing operations of the school and return to normal arrangements</li> <li>• Lead in the event of extended services impact</li> </ul>
Raymond Little	Facilities Manager	01689 870 519	<ul style="list-style-type: none"> <li>• To support the ongoing operations of the school and return to normal arrangements</li> </ul>
Melissa Benton-Lavers	Extended Services Manager	01689 870 519	<ul style="list-style-type: none"> <li>• To support the ongoing operations of the extended services club and return to normal arrangements</li> </ul>

## B. Coordinating Incident Response Team

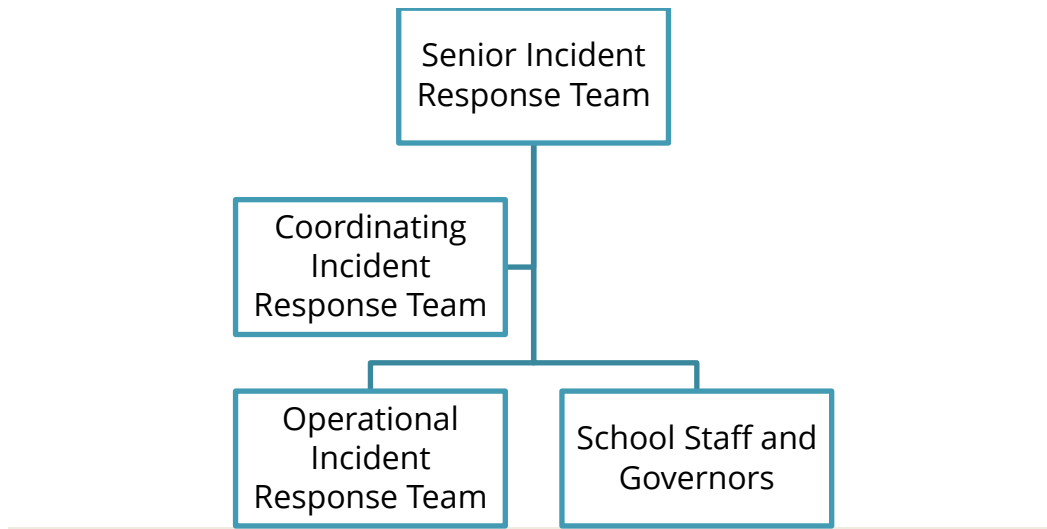
The coordinating incident response team also known as the tactical group, will help coordinate the crisis response. The team will be created by the Senior Incident Response Team based on the incident being responded to.

## C. Operational Incident Response Team

The operational incident response team will involve other staff within the school, such as teachers and teaching assistants, site staff and office staff, to support the tactical team.

Name	Role	Telephone Numbers 1 and 2	Responsibilities
Naomi Walters	Representative from the DMT	01689 870 519	<ul style="list-style-type: none"> <li>• Coordinate responses and liaise with LA/ emergency services/ other agencies</li> </ul>
Raymond Little	Facilities Manager	01689 870 519	<ul style="list-style-type: none"> <li>• Secure premises and respond to requirements</li> </ul>
Tracy De Freitas	Incident Recorder	01689 870 519	<ul style="list-style-type: none"> <li>• Maintain records and logs of events/ actions</li> <li>• Communication with families and other ICT support</li> </ul>

## Summarised Incident Management Structure



#### **D. School Staff and Governors**

Certain staff members may need to be contacted out of hours and informed of an incident. This will be determined by the Senior Incident Team.

#### **4. Roles and Responsibilities**

The headteacher is responsible for:

- The overall implementation of this plan and ensuring that staff members are aware of their responsibilities.
- Ensuring the school has the capacity to respond to unforeseen circumstances.
- Determining the school's overall response and recovery strategy.
- Acting as part of the senior incident response team to coordinate a response to an incident.
- Taking lead responsibility for any decisions made during an incident.
- Maintaining the welfare of all staff and pupils.

The business continuity coordinator (school business manager) is responsible for:

- The development of the Business Continuity Plan.
- Acting as a key member of the coordinating incident response team and reporting directly to the Headteacher.
- Developing continuity arrangements and strategies e.g., alternative relocation sites and use of temporary staff.
- Ensuring staff, pupils, governors and any other relevant individuals are involved in the development of the plan.
- Actioning practice run throughs of the plan for different emergency situations.
- Conducting debriefs following an incident or practice run through to identify ways in which the plan can be improved.
- Maintaining a log of all key decisions and actions taken in relation to an incident.
- Ensuring relevant staff members are trained to undertake their responsibilities in

relation to the plan.

- Maintaining the welfare of all staff and pupils.
- Ensuring this plan is routinely reviewed and updated where necessary.

The senior incident response team is responsible for:

- Announcing when an incident is taking place and activating the response as appropriate.
- Leading the school's initial and ongoing response to an incident.
- Nominating a media and communications coordinator, as part of the coordinating incident response team, to lead on the school's communication response with key stakeholders and liaison with the media.
- Nominating a recovery coordinator, as part of the coordinating incident response team, to lead and report on the school's recovery process, identify next steps to take following an incident, and work with the business continuity coordinator to ensure next steps are incorporated into the plan.
- Notifying relevant stakeholders of the incident, plan activation and ongoing response.
- Providing direction and leadership to the whole school community.
- Managing the deployment of resources.
- Prioritising the recovery of key activities disrupted by the incident.
- Liaising with the coordinating incident response team.
- Maintaining the welfare of all staff and pupils.

The coordinating incident response team is responsible for:

- The general management and coordination of the incident response.
- Liaising with emergency services and children's services.
- Recommending the response of the operational incident response team.
- Maintaining a detailed log of the incident.
- Presenting possible options of response to the senior incident response team.
- Maintaining the welfare of all staff and pupils.

The operational incident response team is responsible for:

- Assisting with the recovery of the school.
- Communicating to and from the senior incident response team and coordinating incident response team.
- Maintaining the welfare of all staff and pupils.

The DPO is responsible for:

- Working alongside the ICT technician to ensure the resilience of the school's ICT equipment and security of the school's data.
- Working with the business continuity coordinator to develop proportionate responses to a compromise if ICT equipment or loss of data.
- Leading the school's response to a breach of the school's ICT equipment and potential loss of data, in accordance with the Cyber Security Policy.

## 5. Critical School Activities

The school has identified critical activities which 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:

No.	Critical School Activity	Relevant Statutory Duties	Existing Measures	Implications/ Impact	Resource Requirements for the Critical Activity				When Required					
					Staff	Equipment	Financial	Other	4 hrs	24 hrs	48 hrs	1 week	2 weeks	1 month
1.	Safeguarding staff members and pupils	H&S at Work Act Duty of Care	<ul style="list-style-type: none"> <li>Annual Risk Assessment</li> </ul>	Injury or death	Yes				24 Hours					
2.	Teaching	Delivery of Education	<ul style="list-style-type: none"> <li>Riverside Beckenham or WW to attend Riverside SPC</li> <li>Riverside SPC and Phoenix to operate with staff attending homes or via video calls</li> <li>If both Beckenham and WW affected, not to attend SPC, but instead operate with staff attending homes or via video calls</li> </ul>	Pupils not able to learn	Yes		Yes		24 hours					
3.	Catering	Provision of free school meals	<ul style="list-style-type: none"> <li>Hot food is available across the 4 sites with 2 different providers; Nourish and Nursery Catering Company. Staff can purchase sandwich</li> </ul>	Children go hungry	Yes		Yes		4 hours					

			items if required. Hot meals for the smaller sites can be cooked at SPC. It would not be possible for the smaller sites to prepare food at SPC.						
4.	Access to ICT		<ul style="list-style-type: none"> <li>School's ICT systems are backed up off site by SNS and would be accessible under disaster recovery arrangements.</li> <li>No alternative access to ICT Hardware apart from staff laptops if held off-site.</li> <li>Installation of remote access is only available on staff laptops.</li> </ul>	No access to resources	Yes	Yes			4 hours
5.	Examination Centre		<ul style="list-style-type: none"> <li>Accredited courses to continue at the Glebe</li> </ul>		Yes	Yes	Yes		1 week Access to examination papers or other examination information
6.	Extended Services	Contractual commitment	<ul style="list-style-type: none"> <li>Club to be held at Riverside Beckenham or staff to support at home.</li> </ul>	Lack of respite support for families.	Yes				

This list can be used during an emergency to assist your decision making when compiling an Action Plan as to which functions need to be reinstated.

## 6. Contractors

In line with the Critical School Activities section of this policy, the following contractors are responsible for carrying out the critical activities identified:

Critical Activity	Name of Contractor	Name of Contact	Contact Details
Catering (SPC, WW, Beck.)	Nourish	<b>Aimee Bailey</b> Operations Manager	<a href="mailto:aimeebailey@hourish.co.uk">aimeebailey@hourish.co.uk</a>  07908 292 451
Catering (Phoenix)	The Nursery Catering Company	<b>Olivia Neill</b> Customer Accounts Manager	<a href="mailto:oneill@nurserycateringcompany.com">oneill@nurserycateringcompany.com</a>  02476 678 534
ICT	SNS	<b>Ollie Greenwood</b> Director	<a href="mailto:Ollie@snsuk.co.uk">Ollie@snsuk.co.uk</a>  01843 847 208
ICT	Simms Support	No named contact	Support @KeystoneMIS.co.uk  01482 238 700
Examinations	TBC	TBC	
Extended Services	London Borough of Bromley	<b>Daniel Manns</b> Integrated Strategic Commissioner  London Borough of Bromley & NHS South East London ICB (Bromley)	<a href="mailto:Daniel.manns@bromley.gov.uk">Daniel.manns@bromley.gov.uk</a>  02083 134 618

## 7. Paper-Based Records

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?
Admissions files	Pupil's personal data	Locked cabinet in school offices of appropriate sites	No	N/A
Staff personnel files	Contractual, performance related, employment	Locked cabinet in HR Office – Orpington site	No	We do not have duplicates, but some staff have electronic files.

## 8. Inventory

A full comprehensive list of school assets i.e., tables, desks, chairs and ICT Hardware can be downloaded from AssetTrac. This includes information regarding pupil-related personal assets such as wheelchairs and walkers. This is a web-based system and therefore available from off site. Insurance is arranged through the London Borough of Bromley insurance section.

All items on the inventory have a nett value of £50 plus.

## 9. High-Value Items

Please see section 8.

## 10. Risk Ratings

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

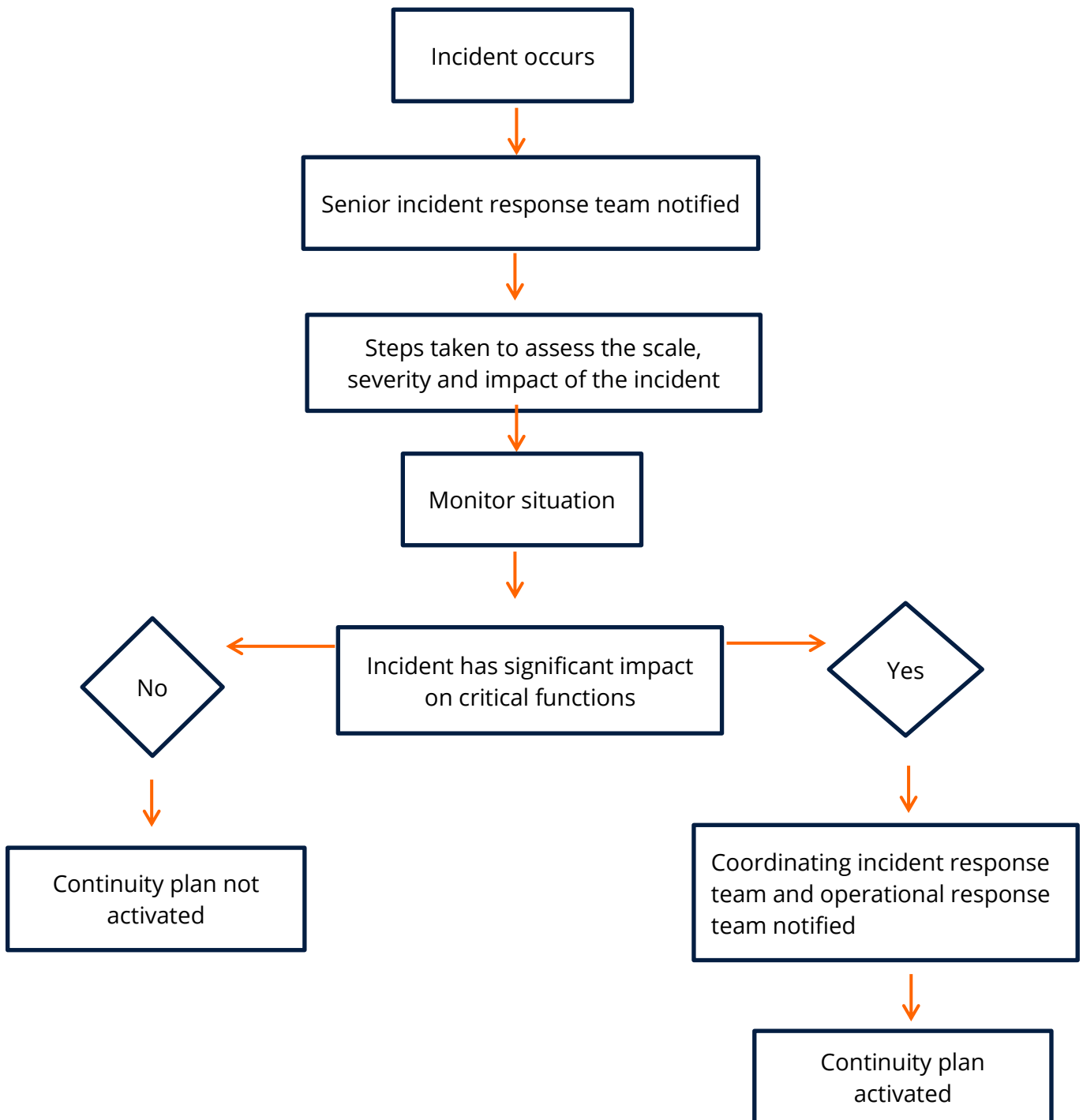
Likelihood		Impact	
1	Low	1	Minor
2	Medium	2	Significant
3	High	3	Major

Risk rating impacts are further defined below:

Risk Rating	Description
Minor	<ul style="list-style-type: none"> <li>Disruption affects a single class, year group or other function and can be managed through normal operational activities.</li> <li>Disruption is not serious or widespread and is unlikely to impact school operations to a significant degree.</li> <li>No significant impact on staff or pupil safety.</li> <li>The senior incident response team needs to be notified and the incident needs to be monitored.</li> <li>Possible partial or full activation of the Business Continuity Plan.</li> </ul>
Significant	<ul style="list-style-type: none"> <li>Disruption affects more than one year group, class or other function and remains self-contained.</li> <li>The affected area has the capacity to manage the disruption – with or without support.</li> </ul>

	<ul style="list-style-type: none"> <li>• May require activation of specific resources, e.g., ICT.</li> <li>• Significant impact on staff or pupil's safety.</li> <li>• Senior incident response team needs to be notified to discuss whether to activate the Business Continuity Plan.</li> <li>• Escalation of the incident needs to be monitored.</li> <li>• Likely partial or full activation of the Business Continuity Plan.</li> </ul>
<p style="text-align: center;"><b>Major</b></p>	<ul style="list-style-type: none"> <li>• Disruption effects the whole school and possibly the local community.</li> <li>• Major impact on pupil or staff safety.</li> <li>• Impacted area does not have the capacity to manage the disruption.</li> <li>• Requires the activation of specific resources, e.g., ICT.</li> <li>• Senior incident response team needs to be notified to discuss whether to activate the Business Continuity Plan.</li> <li>• Escalation of the incident needs to be monitored.</li> <li>• Activation of the Business Continuity Plan, where necessary.</li> </ul>

## 11. Plan Activation



### Responsibility for Plan Activation

A member of the disaster Management Team will activate and stand down this plan.

## 12. Potential Disruptions

The school has identified four key disruptions that would be critical to the school's 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 e.g., electricity, gas, water or food provision.

The incident response, continuity a recovery procedures outlined in the initial response, business continuity and recovery sections 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 provisions outlined below are implemented in accordance with the following school policies:

- Fire Safety Policy
- Invacuation, Lockdown and Evacuation Policy

Disruption	Risk Rating		Incident Response
	Likelihood	Impact	
Complete loss of site	1	3	Alternative sites: <ul style="list-style-type: none"> <li>• Orpington site to evacuate to Kemnal Technology College</li> <li>• Beckenham site to evacuate to grassy area on Kingston Crescent</li> <li>• West Wickham evacuation TBD</li> <li>• Phoenix evacuation TBD</li> </ul> <ul style="list-style-type: none"> <li>• Agreements with local schools where there is capacity to accommodate additional pupils</li> <li>• Off-site activities, e.g., physical activities, school trips</li> </ul>
Partial loss of site	1	2	<ul style="list-style-type: none"> <li>• Use of alternative on-site buildings</li> <li>• Use of temporary accommodation</li> <li>• Use of off-site facility if available</li> <li>• Off-site activities, e.g., physical activities, school trips</li> </ul>
Temporary loss of premises (e.g., utility failure)	3	1	<ul style="list-style-type: none"> <li>• Virtual learning</li> <li>• Off-site activities, e.g., physical activities, school trips</li> </ul>
Outbreak of disease	3	3	<ul style="list-style-type: none"> <li>• Alternative teaching arrangements</li> <li>• Alternative transport arrangements</li> </ul>

			<ul style="list-style-type: none"> <li>• School closure</li> <li>• Use of temporary staff</li> <li>• Cross-skilling staff members</li> <li>• Use of Pre-prepared teaching materials</li> <li>• Suspending non-critical activities</li> <li>• Larger class sizes, where possible</li> <li>• Mutual support agreements with other schools</li> <li>• Hygiene precautions</li> </ul>
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## 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 security 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:

- Cyber Security Policy.

Disruption	Risk Rating		Incident Response
	Likelihood	Impact	
Failure of ICT system	2	3	<ul style="list-style-type: none"> <li>• Back-up paper system</li> <li>• Back-up server</li> <li>• Disaster recovery contacts</li> <li>• Off-site back-up arrangements</li> <li>• 'Cloud' arrangements – secure external network (being considered)</li> <li>• Virtual learning</li> <li>• Report data loss to ICO where necessary</li> <li>• Notify data subjects where necessary</li> </ul>
Loss of data	1	3	<ul style="list-style-type: none"> <li>• Back-up paper system</li> <li>• Back-up server</li> <li>• Disaster recovery contacts</li> <li>• Off-site back-up arrangements</li> <li>• Cloud arrangements – secure external network</li> <li>• Report data loss to ICO where necessary</li> <li>• Notify data subjects where necessary</li> </ul>

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. The ICT technician is responsible for conducting regular ICT back-ups in accordance with the Cyber Security Policy.

The school adopts the following back-up procedures for electronic data:

There is a DfE recommended 3-2-1 back-up system in place as follows:

- Copy 1 – this is our 'production data' running live on our servers.
- Copy 2 – this is the on-site back-up. This is an internal drive at Phoenix, West Wickham and Beckenham, and an NAS drive at SPC.
- Copy 3 – this is the offsite element and consists of a nightly SNS offsite back-up. This is file level back-ups of our user data, shares and software deployment

excluding media shares and back-ups of our SIMS/ FMS databases and all associated MIS server data and will also include PAH media.

For more information, please see the Cyber Security Policy.

The school records some information using paper-based records, for example, coursework or examination papers. The assistant headteachers for the secondary phase are responsible for maintaining paper records. They are supported in this by the operations manager.

In line with the paper-based records section of this policy, the school adopts the following back-up procedures for paper-based records:

- All paper records are stored in locked filing cabinets.
- There is limited access to filing cabinets based on roles and responsibilities i.e., pupil files are locked in filing cabinets in the main school offices, only administrative staff working in those offices have access.
- The school is in the process of converting paper-based documents to electronic where possible.

### Loss of Service

Loss of service may occur, for example, where a 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	<ul style="list-style-type: none"> <li>• Additional portable heaters located at each site</li> <li>• Pre-identified alternative suppliers</li> <li>• Insurance cover</li> <li>• Mutual support agreements with other schools</li> </ul>
Water loss	1	3	<ul style="list-style-type: none"> <li>• Pre-identified alternative suppliers</li> <li>• Insurance cover</li> <li>• Mutual support agreements with other schools</li> </ul>

### 13. Initial Response

The purpose of this continuity phase is to ensure that critical incident activities are resumed as quickly as possible and/ or continue to be delivered throughout the duration of the disruption. Non-critical activities may need to be suspended.

Requirement	Other action to take	Responsible Person	Completed? (✓)
<b>Initial Response</b>			
<b>Incident</b>			
Assess the severity of the incident.	<ul style="list-style-type: none"> <li>• Determine:               <ul style="list-style-type: none"> <li>○ The situation.</li> <li>○ The impact on pupils and staff.</li> <li>○ The scale/ severity, duration and impact.</li> </ul> </li> <li>• Disseminate information to others.</li> <li>• Call emergency services if necessary.</li> <li>• Evacuate/ invacuate/ lockdown the school building if necessary.</li> </ul>		
Nominate individuals to carry out the following roles: <ul style="list-style-type: none"> <li>• Business continuity</li> <li>• Communications</li> <li>• Log-keeping</li> <li>• Media Management</li> <li>• Resources</li> <li>• Welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Information on responsibilities found in the <a href="#">Roles and Responsibilities</a> section of the Business Continuity Plan.</li> <li>• Remember to:               <ul style="list-style-type: none"> <li>○ Allocate tasks amongst the senior incident response team.</li> <li>○ Ensure staff are clear about their responsibilities.</li> <li>○ Establish the location and frequency of meetings.</li> </ul> </li> </ul>		
Inform all other staff of the incident.	<ul style="list-style-type: none"> <li>• Contact the coordinating incident response team.</li> <li>• Contact the operational incident response team.</li> <li>• Inform all other staff and Governors as appropriate.</li> </ul>		
Consider how the incident affects extended services.	<ul style="list-style-type: none"> <li>• Liaise with extended services as necessary.</li> </ul>		
Maintain a log of any injuries sustained by pupils, staff or visitors.	<ul style="list-style-type: none"> <li>• Ensure the log is provided to emergency services.</li> </ul>		
Work closely with other services, e.g., emergency services, as required.	<ul style="list-style-type: none"> <li>• Provide information to those arriving on the premises.</li> <li>• Ascertain the whereabouts of all pupils, staff and visitors and ensure emergency services are aware of anyone who is unaccounted for.</li> </ul>		

Contact relatives of those involved in the incident if appropriate.	<ul style="list-style-type: none"> <li>Decide the most appropriate method – if the incident is very serious, liaise with the Police about informing next of kin.</li> </ul>		
Where the incident involves failure of ICT systems or a loss of data, take steps to maintain security of systems as appropriate.	<ul style="list-style-type: none"> <li>Liaise with ICT technician and DPO to maintain security of the school's network and data.</li> <li>Refer to the Cyber-Security Policy.</li> <li>Attempt to recover important documentation.</li> <li>Contact organisations which can assist with document recovery if necessary.</li> <li>Notify the ICO of personal data breach within 72 hours, if necessary.</li> <li>Notify data subjects of personal data breach, if necessary.</li> </ul>		
<b>Resources</b>			
Secure school premises.	<ul style="list-style-type: none"> <li>Consider disabling utility supplies.</li> </ul>		
Maintain access to school entrance.	<ul style="list-style-type: none"> <li>Ensure emergency services can access the school premises as required.</li> <li>Prevent parking in restricted zones.</li> </ul>		
Work with school staff and the emergency services to control access to the school.	<ul style="list-style-type: none"> <li>Advise staff to check the identity of others when arriving at the school premises.</li> <li>Provide authorised visitors with ID badges and ensure they sign in and out.</li> <li>Ensure media access is controlled.</li> <li>Advise emergency services of any property related issues or hazards e.g., asbestos, and provide with a site map if appropriate.</li> </ul>		
<b>Welfare</b>			
Establish arrangements to meet the welfare needs of pupils, staff, parents, visitors and others.	<ul style="list-style-type: none"> <li>Identify pupils who may require additional support: <ul style="list-style-type: none"> <li>Those with SEND.</li> <li>Those with other medical needs.</li> <li>Those with personal emergency evacuation plans.</li> <li>Any individual who is particularly vulnerable or badly affected e.g., a witness to the incident.</li> </ul> </li> <li>Identify any staff members, volunteers, parents or others who may be particularly affected by the incident.</li> </ul>		
<b>Log-keeping</b>			
Attend meetings held by the senior incident response team.	<ul style="list-style-type: none"> <li>Keep a log of important information, actions taken and decisions made.</li> </ul>		
Ensure that each member of staff keeps an incident log.	<ul style="list-style-type: none"> <li>Incident logs should be regularly communicated to the appropriate incident response team, who should then communicate to other response teams.</li> </ul>		

<b>Communications</b>			
Dedicate telephone lines for incoming and outgoing calls.	<ul style="list-style-type: none"> <li>• Arrange extra support at reception if necessary.</li> </ul>		
Record a new message on the school answerphone if appropriate.	<ul style="list-style-type: none"> <li>• Consider setting the phone to 'answer only' mode.</li> </ul>		
Inform those involved in the response of any communication difficulties e.g., poor signal.	<ul style="list-style-type: none"> <li>• Help staff with any communication needs.</li> </ul>		
<b>Media Management</b>			
Organise appropriate responses to media requests.	<ul style="list-style-type: none"> <li>• Seek support from other organisations as appropriate e.g., emergency services or the LA.</li> </ul>		
Control media access to the premises, staff and pupils.	<ul style="list-style-type: none"> <li>• Avoid allowing access to the site, pupils or staff unless there is a reasonable reason to do so and consent has been sought.</li> <li>• Liaise with the Police if necessary.</li> <li>• Designate a specific area for the media, away from the school entrance.</li> </ul>		
Develop a brief media statement.	<ul style="list-style-type: none"> <li>• Information must be limited until facts are clear and all parents/ carers/ families have been notified.</li> </ul>		

## 14. Business Continuity

<b>Requirement</b>	<b>Other action to take</b>	<b>Responsible Person</b>	<b>Completed (✓)</b>
<b>Ongoing Response</b>			
<b>Incident</b>			
Nominate a main contact for the coordination of the response.	<ul style="list-style-type: none"> <li>• Continue to liaise with emergency services as required.</li> </ul>		
Continue to allocate tasks for each incident response team.	<ul style="list-style-type: none"> <li>• Work closely with the senior incident response team to coordinate actions and resolve any complications or difficulties.</li> <li>• If the response is likely to last for a significant amount of time e.g., longer than two hours, consider staff rotation.</li> </ul>		
Plan to maintain critical activities.	<ul style="list-style-type: none"> <li>• Consider how the following activities are maintained: <ul style="list-style-type: none"> <li>○ Immediate and ongoing priorities</li> <li>○ Communication strategies</li> <li>○ Resource availability</li> <li>○ Deployment of resources</li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>○ Roles and responsibilities.</li> <li>○ Finance.</li> <li>○ Monitoring and reporting on the situation.</li> <li>○ Stakeholder engagement.</li> <li>○ Welfare issues.</li> <li>○ Planning the recovery of non-critical activities.</li> </ul>		
Minimise disruption to education.	<ul style="list-style-type: none"> <li>● Ensure arrangements are in place to keep the school open and maintain normal routines wherever possible.</li> <li>● Ensure parents are informed of any changes to the school routine.</li> </ul>		
Ensure regular briefings are given.	<ul style="list-style-type: none"> <li>● Give briefings to: <ul style="list-style-type: none"> <li>○ Staff</li> <li>○ Pupils</li> <li>○ Parents/ Carers</li> <li>○ Governors</li> <li>○ Services – emergency or otherwise.</li> </ul> </li> </ul>		
Work closely with the individual responsible for media management to provide regular briefings to the media.	<ul style="list-style-type: none"> <li>● Seek support from other organisations if necessary.</li> </ul>		
Ascertain whether all necessary individuals have been informed of the incident.	<ul style="list-style-type: none"> <li>● In the event of a serious injury or fatality, ensure the HSE has been informed in line with RIDDOR.</li> </ul>		
Seek advice on legal and insurance issues if appropriate.	<ul style="list-style-type: none"> <li>● If the incident is a crime scene, seek advice from the Police and other emergency services.</li> </ul>		
<b>Resources</b>			
Liaise with utility suppliers as required.			
Establish safe and secure areas to assist with the response.	<ul style="list-style-type: none"> <li>● Areas may include: <ul style="list-style-type: none"> <li>○ Media briefing room</li> <li>○ Briefing area for parents</li> <li>○ Senior incident response team briefing room</li> </ul> </li> </ul>		
Liaise with staff and other organisations to provide access to facilities and resources as required.	<ul style="list-style-type: none"> <li>● If necessary, open or close parts of the school premises.</li> <li>● Liaise with the business continuity coordinator to establish temporary accommodation, if required.</li> </ul>		
Ensure the school premises is secure.	<ul style="list-style-type: none"> <li>● Provide temporary fencing around damaged areas and arrange for broken windows to be boarded, for example.</li> </ul>		

<b>Welfare</b>			
Assess the welfare of those involved.	<ul style="list-style-type: none"> <li>Continue to monitor and provide support for those that have been affected by the incident.</li> <li>Ensure staff take regular rest periods.</li> </ul>		
Determine arrangements for returning pupils to their parents.	<ul style="list-style-type: none"> <li>Ensure members of staff are available to meet families.</li> </ul>		
Inform pupils of the incident.	<ul style="list-style-type: none"> <li>Seek support from educational psychologists about the best way to inform pupils, if necessary.</li> <li>Ensure pupils are spoken to before they leave the school premises to determine if any extra support is needed.</li> <li>Ensure religious and cultural factors are considered wherever necessary.</li> </ul>		
<b>Log keeping</b>			
Keep accurate records of any individual admitted to hospital or treated by the emergency services.	<ul style="list-style-type: none"> <li>Ensure records are communicated to the senior incident response team.</li> </ul>		
Keep accurate records of all items lost by pupils, staff or visitors.	<ul style="list-style-type: none"> <li>Ensure records are communicated to the senior incident response team.</li> </ul>		
Keep accurate records of all expenditure incurred.	<ul style="list-style-type: none"> <li>Record all costs incurred as a result of the incident response.</li> </ul>		
<b>Communications</b>			
Consider the most effective arrangements for contacting pupils' parents.	<ul style="list-style-type: none"> <li>Ensure a record of all calls made to parents is maintained</li> </ul>		
Liaise with the individual responsible for media management about contacting radio stations.			
Liaise with the business continuity coordinator to communicate to parents/ carers.	<ul style="list-style-type: none"> <li>Consider sending letters home that include information on: <ul style="list-style-type: none"> <li>The details of the incident</li> <li>How their child was involved</li> <li>The actions taken to support those involved</li> <li>Who to contact if they have any concerns or queries.</li> </ul> </li> </ul>		
<b>Media Management</b>			
Devise an ongoing strategy for handling media requests.	<ul style="list-style-type: none"> <li>Work closely with the media to establish what information is required and any deadlines.</li> <li>Gather information from the senior incident response team and other</li> </ul>		

	organisations as appropriate.		
Provide regular statements to the media	<ul style="list-style-type: none"> <li>• Ensure messages are accurate.</li> <li>• Ensure the protection of identities is considered.</li> <li>• All press releases need to be checked and agreed by emergency services.</li> </ul>		
Advise staff on where to direct media enquiries	<ul style="list-style-type: none"> <li>• Ask staff, pupils and parents to avoid speculation when talking to the media.</li> <li>• Avoid the spread of misinformation by ensuring individuals are clear on where to direct enquiries.</li> <li>• Ensure there is a plan in place to manage any distress that could be caused by ongoing Police enquiries, legal proceedings or media attention.</li> </ul>		

## 15. Recovery

Requirement	Other action to take	Responsible Person	Completed (✓)
<b>Recovery Incident</b>			
Nominate an individual to act as the main point of contact for the recovery process.	<ul style="list-style-type: none"> <li>• Allocate tasks amongst the different response teams.</li> </ul>		
Ensure that post-incident support is available to anyone who requires it.	<ul style="list-style-type: none"> <li>• Ensure access is given to educational psychologists.</li> <li>• Allow staged returns to school where necessary.</li> <li>• Staff members will visit the pupil at home or hospital, if applicable, to determine necessary support.</li> </ul>		
Minimise disruption to education.	<ul style="list-style-type: none"> <li>• Put arrangements in place for remote learning where possible.</li> <li>• Work with school staff to restore the usual school routine as much as possible.</li> </ul>		
Work closely with senior incident response team in organising remedial work.	<ul style="list-style-type: none"> <li>• Organise remedial work to the school premises.</li> <li>• Liaise with insurance companies and other organisations as appropriate.</li> <li>• In the event of a public health incident, consider ordering infection control supplies and increasing the cleaning regime.</li> </ul>		
Complete any necessary forms or	<ul style="list-style-type: none"> <li>• Ensure an inventory is held of any equipment that has been damaged</li> </ul>		

paperwork.	<ul style="list-style-type: none"> <li>or lost.</li> <li>• Arrange for important items/ documentation to be recovered, replaced or destroyed.</li> </ul>		
Arrange debriefs.	<ul style="list-style-type: none"> <li>• Debriefs should be arranged for all staff, pupils, parents/ carers and visitors.</li> <li>• Represent the school at other debriefs which may take place.</li> </ul>		
Initiate a review of the Business Continuity Plan.	<ul style="list-style-type: none"> <li>• Review should be held in conjunction with the different incident response teams to discuss effectiveness and any changes required.</li> </ul>		
Consider contacting nearby schools .	<ul style="list-style-type: none"> <li>• Inform them of any important issues relating to the incident.</li> </ul>		
<b>Resources</b>			
Procure temporary classrooms if required.			
Arrange a site visit with relevant personnel involved in the recovery phase e.g., the LA and emergency services			
<b>Welfare</b>			
Introduce a strategy to monitor and support pupils and staff particularly affected by the incident.	<ul style="list-style-type: none"> <li>• Ensure all staff are aware of this strategy.</li> <li>• Offer pupils and staff the opportunity for psychological support and counselling.</li> <li>• Ensure pupils and staff know how to access the above services.</li> <li>• Arrange any support required and ensure this is in place for as long as necessary.</li> <li>• Ensure pupils have access to areas where they can take a timeout if necessary.</li> </ul>		
Consider which pupils need to be briefed, how and by whom.	<ul style="list-style-type: none"> <li>• Provide opportunities for pupils to discuss their experiences.</li> <li>• Ensure all new pupils are made aware of the incident and how the school and/ or community were affected.</li> </ul>		
<b>Log-keeping</b>			
Collate all incident logs and make copies if necessary.			
Ensure records are archived securely.	<ul style="list-style-type: none"> <li>• Ensure these are available to necessary staff members for future reference.</li> </ul>		
<b>Communications</b>			
Provide ongoing updates to all pupils and parents.	<ul style="list-style-type: none"> <li>• Organise an event for parents/ carers to discuss any issues or concerns</li> </ul>		

Assist the business continuity coordinator with providing remote learning, if necessary.			
Check that information in the public domain is accurate and up-to-date.			
<b>Media Management</b>			
Keep the media informed of developments in the recovery process.	<ul style="list-style-type: none"> <li>• Ensure a positive image is maintained.</li> <li>• Be aware of the media's interest in memorials or anniversaries of the event.</li> </ul>		

**Appendix 1 - Activity Log**

Log all decisions and actions, including what you decide not to do, and include your decision-making rationale.

Completed by		Sheet number	
Incident			
Time	Log details	Further action required	Signed by



### Appendix 3 – Emergency Box Contents

Section	Details	Checklist
Business Continuity	Business Continuity Plan	✓ <input type="checkbox"/>
Organisational	Staff handbook (policies and procedures)	✓ <input type="checkbox"/>
	School branding material	✓ Held offsite
	School logo	✓ Held offsite
	Other key documents	✓ Held offsite
Financial	Bank, insurance details, payroll	✓ Payroll held offsite
	Invoices, purchase orders	✓ Held offsite
	Financial procedures	✓ Held offsite
	Assets register and insurance policy	✓ <input type="checkbox"/> Held offsite
Staff	Staff contact details	✓ <input type="checkbox"/>
	Staff emergency contact details	✓ <input type="checkbox"/>
	Pre-paid pay as you go mobile phone and battery powered charger	✓ <input type="checkbox"/>
	Wind up radio	✓ <input type="checkbox"/>
	Wind up torch	✓ <input type="checkbox"/>
	Disposable camera with film	✓ <input type="checkbox"/>
	Data restoration routine	Remote backup
Other items	First aid box	✓ <input type="checkbox"/>
	Bromley/ Orpington A-Z map	✓ <input type="checkbox"/>
	Stationery	✓ <input type="checkbox"/>
	Hazard barrier tape	✓ <input type="checkbox"/>
	Bank paying in slip copy	✓ <input type="checkbox"/>
	Contact details for taxi/ transport providers	✓ <input type="checkbox"/>
	School floor plans	✓ <input type="checkbox"/>
	Whistle/ megaphones	✓ <input type="checkbox"/>
High visibility jacket	✓ <input type="checkbox"/>	

## Appendix 4 – School Details

<b>Name of School</b>	Riverside School	
<b>Type of School</b>	Voluntary Controlled Special School	
<b>School Site</b>	<b>St Paul's Cray</b> Main Road, St Paul's Cray, BR5 3HS Tel: 01689 870 519	<b>Beckenham</b> 2 Hayne Road, Beckenham, BR3 4HY Tel: 020 8639 0079
<b>School Hours</b>	9 am – 3:15 pm. Site open 7 am – 6:30 pm	9 am – 3:15 pm. Site open 7:30 am – 6:30pm
<b>Approximate number of staff</b>	170	50
<b>Approximate number of pupils</b>	220	60
<b>Age range of pupils</b>	3 - 19	4 - 11
<b>School Site</b>	<b>West Wickham</b> Hawes Lane, West Wickham, Kent BR4 9AE Tel: 020 3963 3590	<b>Phoenix</b> 40 Masons Hill, Bromley, Kent BR2 9JG Tel: 020 3837 1020
<b>School Hours</b>	9 am – 3:15 pm. Site open 7:30 am – 6:30pm	9 am – 3:15 pm. Site open 8 am – 6:30pm
<b>Approximate number of staff</b>	40	50
<b>Approximate number of pupils</b>	50	24
<b>Age range of pupils</b>	4 - 11	4 - 11

## Appendix 5 – Key Contacts

Contact	Telephone Number	Fax Number/ Mobile number	Email Address
<b>School Contacts</b>	01689 870 519/ 0208 639 0079  020 8639 0079  020 3963 3590  020 3837 1020	01689 898 818/ 0208 663 3580	SPC site  Beckenham site  West Wickham site  Phoenix site
<b>Headteacher</b>	01689 870 519		steve.solomons@riverside.bromley.sch.uk
<b>School Business Manager</b>	01689 870 519		naomi.walters@riverside.bromley.sch.uk
<b>Facilities Manager</b>	01689 870 519		raymond.little@riverside.bromley.sch.uk
<b>Operations Manager</b>	01689 870 519		tracy.defreitas@riverside.bromley.sch.uk
<b>Deputy Headteachers</b>	01689 870 519		amy.price@riverside.bromley.sch.uk charlotte.downs@riverside.bromley.sch.uk
<b>Assistant Headteachers</b>	01689 870 519/ 0208 639 0079		clare.collett@riverside.bromley.sch.uk daniela.costanza@riverside.bromley.sch.uk caterine.strutt-collett@riverside.bromley.sch.uk helen.movahedi@riverside.bromley.sch.uk
<b>Lighthouse Club Manager</b>	01689 870 519		lighthouse.club@riverside.bromley.sch.uk
<b>Chair of Governors</b>			George.christian@riverside.bromley.sch.uk
<b>Vice Chair of Governors</b>			Darren.jenkins@riverside.bromley.sch.uk
<b>Key Local Authority Contacts</b>			
<b>Emergency Number</b>	020 8313 4388		LBB Planning – Blue Light
<b>London Borough of Bromley</b>	020 8464 3333		Switchboard
<b>MASH</b>	020 8461 7373/		

	7309		
<b>Social Services</b>	020 3036 1574		
<b>Other Local Authority Contacts</b>			
<b>Emergency Services</b>	999		
<b>Media Contacts</b>	020 8461 7911		Comms Team – Suzie Clark
<b>Local Radio Kent</b>	01892 670 000		
<b>Other local radio station – BBC London Live</b>	020 7765 1185		
<b>Local Newspaper – Newshopper</b>	020 8722 6316/ 07799 348 153		Editor Will Harrison – 020 8722 6393
<b>Other Useful Contacts</b>			
<b>Health &amp; Safety Executive (out of hours)</b>	0151 922 9235		<a href="http://www.hse.gov.uk">www.hse.gov.uk</a>
<b>Insurance Company</b>	020 8313 4298		
<b>National Education Union</b>	0345 811 8111		<a href="mailto:antje.coreen@neu.org.uk">antje.coreen@neu.org.uk</a> (Bromley branch)
<b>UK Power Network – Report power cut</b>	0800 316 3105		
<b>UK Power Network – Priority reconnection line</b>	0800 028 4581 ext. 5320		
<b>Teacher Support Network</b>	0800 056 2561		<a href="mailto:support@teachersupport.info">support@teachersupport.info</a>
<b>Castle Water (all sites)</b>	01250 718 700		Number for all water related emergencies
<b>Total Energies (SPC and Beckenham)</b>	0800 111 999 01737 859 099		0800 number for gas leaks, 01737 number for other emergencies
<b>E.on Next Energy (Beckenham)</b>	0808 501 5699/ 0808 501 5088		Humber ending 5699 for 9 – 5 hours, 0808 501 5088 for out of hours emergencies
<b>British Gas (SPC &amp; Beck )</b>	0800 111 999		
<b>Glebe School (West Wickham gas and electricity)</b>	020 8777 4540		<a href="mailto:admin@glebe.bromley.sch.uk">admin@glebe.bromley.sch.uk</a>

## Appendix 6 – Lockdown

Management and Control	
Nominated Person	Responsibility
Headteacher	Initial contact with the emergency services
Deputy Headteacher/ Assistant Headteacher	Liaison with Parents/ Carers
Teacher (on a rotating basis)	Pupil control

Signals	
Signal for lockdown	Extended one tone broadcast by tannoy to indicate lockdown
Signal for all clear	'All clear' broadcast over tannoy

Lockdown		
Specified assembly room	Performing Arts Hall (SPC)	Main Hall (Beckenham)
Entrance points	Primary corridor/ dance studio; Hydrotherapy pool corridor; Secondary lobby area	Central Corridor
Communication Arrangements	<ul style="list-style-type: none"> <li>• Two-way radios</li> <li>• Mobile Phones</li> <li>• Instant messaging/ email</li> <li>• Teachers2parents system</li> </ul>	
Notes		

Lockdown Procedure				
Step	Initial Response	Check	Time	Signed
1.	Ensure all pupils are inside the specified assembly room.	<input type="checkbox"/>		
2.	Secure all entrance points to the specified assembly room.	<input type="checkbox"/>		
3.	Dial 999 for each emergency service that the incident requires	<input type="checkbox"/>		
4.	<p>Ensure that staff members take action to increase protection from further danger:</p> <ul style="list-style-type: none"> <li>• Block access points.</li> <li>• Sit on the floor, under tables or against the wall.</li> <li>• Keep out of sight and draw curtains to avoid detection.</li> <li>• Turn off lights.</li> <li>• Stay away from windows and doors.</li> </ul>	<input type="checkbox"/>		
5.	Ensure that all pupils and staff members inside the specified assembly room are aware of an exit point in case an intruder manages to gain access or the assembly room becomes unsafe.	<input type="checkbox"/>		
6.	Check for missing or injured staff members and pupils if it is safe to do so.	<input type="checkbox"/>		
7.	Remain inside the specified assembly room until the all clear signal has been given or unless told to evacuate by the emergency services.	<input type="checkbox"/>		