



OAKVIEW SCHOOL BUSINESS CONTINUITY PLAN

Whitehills Road, Loughton, IG10 1TS

Plan Owner:	Tina Kearney
Implementation date:	May 2021
Review:	January 2022 (reviewed) January 2023 November 2023
Version number:	4

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About this Plan

1.1 Document Control

Date	Revision/Amendment Details & Reason	Author
November 2020	Juniper template used to create BCP for EFSPT's academies	Juniper, Operations Manager, CFO and CEO
April 2021	Oak View School personalise BCP	Graham Sandberg Mark Terrell (AHTs)
October 2022	New Chapter 5 Inserted : Cyber Security	Matt Harrison (EFSPT) Graham Sandberg (AHT)
November 2023	Changes to School Incident Management Team recorded (including Premises manager- to be appointed) Change to Chair of Trustees noted	Graham Sandberg (AHT)

1.2 Plan Purpose

To provide a written response for those involved in re-establishing the operational delivery of services following a major incident.

An emergency is any event, which causes, or has the potential to cause injury, loss of life, damage to property or significant business disruption.

A disaster is the escalation of an emergency to the point where normal conditions are not expected to be recovered for at least 24 hours.

1.4 Plan Scope

The following are covered by this Plan:

- *Teaching and Learning support*
- *Pastoral care in the school environment*
- *Midday supervision*
- *School administration*
- *Catering*
- *Out of hours clubs*
- *Educational Visits*
- *Lettings*
- *Governance*

The following premises are covered by this Plan:

- *Oak View School buildings, play areas and grounds*

1.5 Plan Owner

The Head Teacher is this Plan's Owner and is responsible for ensuring that it is maintained, exercised and updated in accordance with school policy for reviewing business continuity / emergency / critical incident / response plans.

1.6 Plan Distribution

This Business Continuity Plan is distributed as follows:

NAME	ROLE	ISSUE DATE	VERSION
Tina Kearney	Headteacher	May 2021	1
Pat Bagshaw/ George Yerosimou	Joint Chair of Governors	May 2021	1
Alison Miller	School Business Manager	May 2021	1



Graham Sandberg Ergo Computing	Assistant Head Teacher ICT Technician	May 2021	1
Graham Sandberg Alison Miller Clive Turner	Fire Marshall	May 2021	1
Claire Moore	Assistant Head Teacher	May 2021 January	1
Joseph Blythin	Assistant Head Teacher	November 2023	1

1.7 Plan Storage

All parties on the distribution list above, are required to **safely** and **confidentially** store a copy of this plan at their regular place of work **and** off-site i.e. at home/ in vehicles (if appropriate) / in grab bags.

The policy should also be available on the school website.

1.8 Plan Review Schedule

This Plan will be updated as required and formally reviewed in line with the school's review timetable.

When	By	Date completed
January 2022	Tina Kearney - Head Teacher	Jan 2022
Jan 2023	Tina Kearney - Head	
November 2023	Graham Sandberg AHT	

1.9 Associated Documents

- Fire Evacuation Plan - https://drive.google.com/file/d/1U_1XGelyogK3N3yoOu6yaeU7xxGKa6YH/view?usp=sharing
- Fire Risk assessment plan
- Lockdown policy – internal security for external threat (ie,terrorism) plus government enforced lockdown
- Remote Learning Policy https://docs.google.com/document/d/1Cl7Q56AKIxyfkwbgIXOgQTGuUnwcE7J?rtpof=true&usp=drive_fs
- IT Back up Procedure https://docs.google.com/document/d/1X1gUZupdLHCAdSjKA00LVHBkOqub8vHZ?rtpof=true&usp=drive_fs
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2.0 PLAN ACTIVATION

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

Examples of circumstances triggering activation of this Plan include:

- *Loss of key staff or skills e.g. above normal levels of absenteeism due to illness or other scenarios such as severe weather, transport disruption, pandemic self-isolation*
- *Loss of critical systems e.g. ICT failure, power outage*
- *Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency with the school in the Emergency Service's cordon preventing access, school facilities in use for General/Local Elections, severe weather scenarios or utilities failure*
- *Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical activity such as catering provider or providers of transport e.g. for SEN pupils*
- *Confirmed case of current pandemic forcing temporary school closure;*
- *Government enforced lockdown due to pandemic.*

2.2 Responsibility for Plan Activation

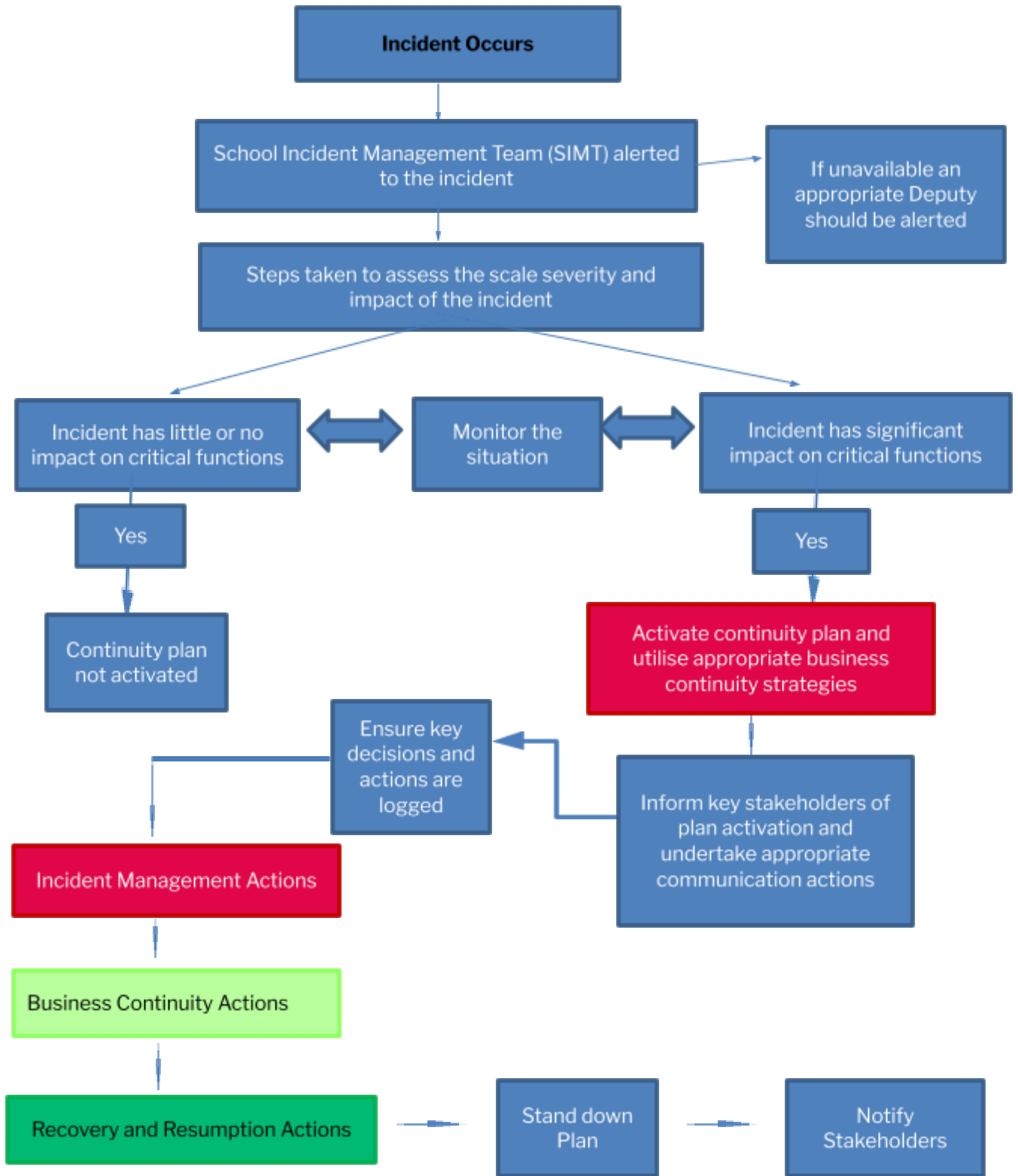
The Head Teacher or a member of the nominated School Incident Management Team (SIMT) will normally activate and stand down this Plan.

2.3 Escalating a Serious / Critical Incident

All serious incidents or incidents affecting the physical infrastructure of the school should be reported to the Local Authority / Board of Trustees

Essex schools:

- *Essex School Communications team 03330 139880 (9am-4pm)*
- *Essex Emergency Duty Service 0345 606 1212 (out of hours)*
- *School contact details - Oak View School 02085084293 (office@oakview.efspt.org)*
- *Board of trustees: - Christopher White -*
- *Chair of Governor's - Pat Bagshaw George Yerosimou*
- *Epping Forest Schools Partnership Trust - Peter Tidmarsh - 07985 528961*



Roles and Responsibilities

3.1 Purpose

- *Clearly defined roles will help ensure an effective response to an incident.*
- *The below roles are suggested as key within any business continuity plan.*
- *The roles can be undertaken by more than one member of staff, similarly one individual may be responsible for more than one role.*
- *Ensure that all staff are clear about their role and what is expected of them in an incident*

3.2 School Incident Management Team

Roles and responsibilities of the School's Incident Management Team (SIMT)

Role	Responsibilities	Accountability / Authority
Headteacher and Business Continuity Coordinator	<ul style="list-style-type: none"> • <i>Senior responsible owner of Business Continuity Management in the school</i> • <i>Ensuring the school has capacity within its structure to respond to incidents</i> • <i>Determining the school overall response and recovery strategy</i> • <i>Business Continuity Plan development</i> • <i>Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc</i> • <i>Involving the school community in the planning process as appropriate ▪ Plan testing and exercise</i> • <i>Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved</i> • <i>Training staff within the school on Business Continuity</i> • <i>Embedding a culture of resilience within the school, involving stakeholders as required</i> 	The Headteacher has overall responsibility for day-to-management of the school, including lead decision-maker in times of crisis
School Incident Management Team (SIMT)	<ul style="list-style-type: none"> • <i>Leading the school's initial and ongoing response to an incident</i> • <i>Declaring that an 'incident' is taking place</i> • <i>Activating the Business Continuity Plan</i> 	The School Incident Management Team has the delegated authority to authorise all decisions and actions required to

	<ul style="list-style-type: none"> • <i>Notifying relevant stakeholders of the incident, plan activation and ongoing response actions</i> • <i>Providing direction and leadership for the whole school community</i> • <i>Undertaking response and communication actions as agreed in the plan</i> • <i>Prioritising the recovery of key activities disrupted by the incident</i> • <i>Managing resource deployment</i> • <i>Welfare of Pupils</i> • <i>Staff welfare and employment issues</i> • 	respond and recover from the incident.
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The following staff have been identified as the Schools Incident Management Team

Role / Organisation	Name	Telephone No.
Business Continuity Co-ordinator/ Head Teacher	Tina Kearney	07976784627
Assistant Head Teacher	Joseph Blythin	07970229902
Assistant Head Teacher	Claire Moore	07904235700
Assistant Head Teacher	Graham Sandberg	07927406176
Premises Manager	To be appointed	
Business Manager	Alison Miller	07958877601
Human Resources Manager	Denise Cross	07495330979

3.3 Additional Response and Recovery Roles

Depending on the circumstances of the incident, it may be necessary to activate one or all the roles described below.

Role	Responsibilities	Accountability / Authority
Incident Managers Head Teacher	<ul style="list-style-type: none"> • <i>Leading the school's initial and ongoing response to an incident</i> • <i>Declaring that an 'incident' is taking place</i> • <i>Activating and standing down the Business Continuity Plan</i> • <i>Notifying relevant stakeholders of the incident, plan activation and ongoing response actions</i> 	Incident Managers have the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

	<ul style="list-style-type: none"> • <i>Providing direction and leadership for the whole school community</i> • <i>Undertaking response and communication actions as agreed in the plan</i> • <i>Prioritising the recovery of key activities disrupted by the incident</i> • <i>Safeguarding the welfare of pupils, staff, contractors and visitors</i> • <i>Staff welfare and employment issues</i> 	
<p>Incident Loggist (record keeper)</p> <p>School Business Manager / Office Manager</p>	<ul style="list-style-type: none"> • <i>Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately and can withstand scrutiny e.g. in a public enquiry or tribunal</i> • <i>Ensuring the log is submitted for storage in accordance with the agreed procedure</i> 	Reporting directly to the Incident Manager
<p>Media Coordinator</p> <p>Chair of Governors / Trustees</p>	<ul style="list-style-type: none"> • <i>Collating information about the incident for dissemination in Press Statements</i> • <i>Liaison with Local Authority/Trust's Press Office to inform media strategy</i> 	The Media Co-ordinator should assist with providing information to the Press Office but should not undertake direct contact with Media
<p>Stakeholder Liaison</p> <p>Headteacher / Deputy Headteacher / Member of SLT</p>	<p>Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all):</p> <ul style="list-style-type: none"> • <i>Governors/trustees</i> • <i>Parents/Carers</i> • <i>Key Local Authority Services</i> • <i>School Crossing Patrol</i> • <i>School Transport Providers</i> • <i>External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc</i> 	All communications activities and information sharing should be agreed by the SIMT
<p>Facilities Manager</p> <p>Site Manager / Caretaker</p>	<p>Undertaking duties as necessary to ensure site security and safety in an incident</p> <p>Liaison with the SIMT to advise on any issues relating to the school's physical infrastructure</p> <p>Lead point of contact for any Contractors who may be involved in incident response</p>	Reporting directly to the Incident Manager or SIMT.

	Co-ordination of inventory of damaged assets/equipment when/if safe to do so	
ICT Coordinator	Ensuring the resilience of the school's ICT infrastructure	Reports directly to the Incident Manager for plan development issues.
ICT Technician	Liaison with external IT provider Work with the Incident Manager to develop proportionate risk responses	In response to an incident, reporting to the SIMT
Recovery Coordinator	Leading and reporting on the school's recovery process	Is likely to already be a member of the SIMT, however will remain focussed on leading the recovery and resumption phase. Reports directly to Incident Manager
Chair of Governors / Trustees	Identifying lessons as a result of the incident Liaison with Incident Manager to ensure lessons are incorporated into the plan development	
First Aider(s)	To ensure that the Emergency Services are immediately called when they are required to treat any casualties	Reporting directly to the Incident Manager.
Designated first aiders	To provide immediate 'first aid' in line with training received in order to preserve life, prevent the condition getting worse and to promote recovery To keep individuals as comfortable as possible until professional help arrives	
Emergency Evacuation Marshall(s)	Ensure everyone has evacuated the floor/building when required to do so, following the Evacuation Plan, making sure nobody is left behind	Reporting directly to the Incident Manager.
Fire Marshalls	Report to the Incident Manager confirming their area of responsibility is completely evacuated (or that the search was not thoroughly completed) Report to the Incident Manager the numbers and locations of any mobility impaired person(s) remaining in the building e.g. in a safe refuge	

3.4 The Role of Governing Body

Role	Responsibilities	Accountability / Authority
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Board of Trustees	<ul style="list-style-type: none"> Working in partnership with the Headteacher to provide strategic direction in planning for and responding to disruptive incidents 	Liaison with the Headteacher or School Incident Management Team in response to a crisis.
Board of Governors	<ul style="list-style-type: none"> Undertaking actions as required to support the school's response to a disruptive incident and subsequent recovery Acting as a 'critical friend' to ensure that the Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable Monitoring and evaluating overall performance in developing school resilience and reporting to parents/carers 	<p>Liaison with the Headteacher or School Incident Management Team in response to a crisis.</p> <p>Reporting progress in developing Business Continuity Plans to parents/carers</p>

4.0 Incident Management

Turn immediately to Section 5.0 for pre-planned incidents or slowly developing scenarios that are not 'no notice' emergencies but have the potential to disrupt school activities e.g. computer virus, flu pandemics, a pre-planned strike, forecast for heavy snow or a power outage etc

4.1 Incident Management Phase

4.1 Purpose	<ul style="list-style-type: none"> Protect the safety and welfare of staff, visitors and the public Ensure right people come together in the right place at the right time Protect vital assets e.g. equipment, data, reputation
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**4.2
ACTION**

CONSIDERATION

<p>Survey the scene</p> <p>Assess the scale, severity, duration of the incident</p> <p>Assess the impact on pupils and staff</p>	<p>Gather and share information to facilitate decision-making and enhance the response.</p> <p>Impact Assessment Form – Appendix B</p>
<ul style="list-style-type: none"> ● <i>Call the Emergency Services (as appropriate) or contact them if still on site</i> ● <i>Evacuate the school buildings, if necessary, using the normal fire evacuation procedures for the school</i> 	<p>TEL: 999</p> <p>Consider whether it may be safer or better for the welfare of pupils to stay within the school premises. Consider arrangements for staff/pupils with special needs</p>
<ul style="list-style-type: none"> ● <i>If there is time, and it is safe to do so / permitted by the emergency services, consider the recovery of vital assets/equipment to enable delivery of critical school activities</i> ● <i>Notify relevant stakeholders of school evacuation</i> 	
<ul style="list-style-type: none"> ● <i>Nominate individuals to carry out incident management roles, as appropriate</i> ● <i>Establish a contact point for all supporting personnel</i> 	<p>Appendix H - Contact List</p> <p>Consider the availability of staff and who may be best placed to communicate information</p>
<p>Ensure a log of key decisions and actions is started and maintained throughout the incident</p>	<p>Appendix A - Log of Events, Decisions and Actions Template</p>
<p>Where appropriate, record names and details of any staff or pupils that may have been injured or affected by the incident as part of your incident record keeping.</p>	<p>This information should be held securely as it may be required by Emergency Services or other agencies during or following the incident.</p>
<p>Check that all pupils, staff, and visitors have been evacuated from the building and are present.</p>	<p>Use all the sign in books/inventory system for</p> <ul style="list-style-type: none"> ● <i>Staff</i> ● <i>Governors</i>

	<ul style="list-style-type: none"> • Visitors • Staff in/out board • Pupil contact folders for each year group.
<p>If the decision is to stay within the school premises, ensure all pupils, staff and visitors report to the identified Assembly Point</p> <p>Ensure that the assembly point is safe and take advice from Emergency Services as appropriate</p>	<p>The normal Assembly points for the school are: Upper School Playground</p> <p>Whitehills Rd Car Park - main School Entrance (Admin staff)</p> <p>Whitehills Rd lower car park</p> <p>Borders Lane building Car park.</p> <p>Contact is maintained by Walkie Talkie</p> <p>The alternative Assembly Point for the school is: Alderton Infant and Junior Schools Site</p> <p>Alderton Hall Lane, Loughton, IG10 3HE</p>
Log details of all items lost by pupils, staff, visitors etc as a result of the incident, if appropriate	Appendix C - Lost Property Form
Assess the key priorities for the remainder of the working day and take relevant action	<p>Consider actions to ensure the health, safety and well-being of the whole school community.</p> <p>Consider your business continuity strategies i.e. alternative ways of working, re-location to your recovery site etc to ensure the impact of the disruption is minimised.</p> <p><i>Business Continuity Strategies are documented in Section 5.3</i></p> <p>Consider the school's legal duty to provide free school meals and how this will be facilitated, even in the event of emergency school closure.</p>
Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident

	Appendix D - Financial Expenditure Log
<p>Ensure staff and pupils are kept informed as appropriate to the circumstances of the incident.</p> <p>If the incident is taking place outside of normal working hours, staff may need to be contacted to advise of any alterations to normal working arrangements for the next day.</p>	<p>Consider communication strategies (i.e. update website, send text messages to parents / staff)</p>
<p>Ensure governors/trustees are kept informed as appropriate to the circumstances of the incident</p>	<p>Send email to, or phone governors/trustees.</p>
<p>Consider the wider notification process and the key messages to communicate</p>	<p>This will be managed in consultation with the Trust.</p>
<p>Ensure recording process in place for staff/pupils leaving the site</p>	<p>Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required</p>
<p>Seek specific advice/ inform your Insurance Company as appropriate</p>	<p>Insurance Policy details held under the finance section on the google drive.</p>

5.0 Cyber-Security Incident Plan

An event that causes disruption to the organisation.

Critical IT services could be disrupted by loss of:

- key data because of a ransomware attack
- key services because of a ransomware attack communications networks (e.g. email, phones) other key services (e.g. school MIS).

5.1 Technology Incident Response Team

In the event of a major incident a Technology Incident Response Team (TIRT) will be formed.

The key roles of the TIRT are to:

- Make decisions to apply appropriate resources
- Provide strategic direction
- Provide communications to key internal and external stakeholders (staff, students, parents, public bodies, trustees, CEO/CFO)
- Assume responsibility for coordinating incident management

- Liaise with Third party suppliers

The TIRT is formed within the academy of the headteacher, school business manager, other relevant staff member, relevant school governor, trust technology manager and support technician.

TIRT Member Contact Details

Name	Contact details	Alternative contact
HeadTeacher: Tina Kearney	head@oakview.efspt.org	07976784627
Finance Officer: Alison Miller	finance@oakview.efspt.org	
Assistant Head Teacher: Graham Sandberg (IT)	gsandberg@oakview.efspt.org	07927406176
Chair of Governors George Yerosimou or Pat Bagshaw	gjerosimou@efspt.org pbagshaw@oakview.efspt.org	
Trust Technology Manager: Matthew Harrison	mharrison@efspt.org	07810764611
Academies support technician: Ergo	is-support@ergo.co.uk	0115 914 4140
LGFL support (Internet provider)	02082555555 (school ID 881-7044)	https://support.lgfl.org.uk/

5.2 TIRT Communications

When setting out how members of the group will communicate, it should be assumed that access to email, telephones and websites could be affected by the incident. A temporary Google Group or WhatsApp group should be set to facilitate communication.

It is necessary to print contact lists or store them on offline media securely in the school office.

5.3 Key Documents and Files

This table should be completed to detail the location of documents that may be required during a major incident. Academies should complete the table below with information for their school. There is room for the academies to add additional contents that may be specific to their school.

Document of File Name	Location	Backup Location	Document Owner
Major Incident Response Plan	Business Continuity Plan - Leadership Drive - Google Drive	Paper copies in 'Grab and Go' Fire Bags	Graham Sandberg
Staff contacts list	Arbor	Cloud based access via Google Drive and Arbor Paper copies in Main	Denise Cross

		Office	
Parents contacts list	Arbor	Cloud based access via Google Drive and Arbor Paper copies in Main Office	Denise Cross/Admin
Third party contacts list	SAGE - Suppliers	Sage - Ivy Chimneys server Business Continuity Plans for all on 'Plan Distribution' List	Finance Officer
Insurance documents	Office (contracts folder - Hard Copy H&S Notice Board	RPA & SAS(Contracts Folder)- on Google Drive	Finance Officer
Network documentation	Google Drive	Cloud based access	Matt Harrison
Secure password repository	Staff encouraged to save passwords securely on google platform	Hard Copied - kept securely if necessary	
Backup disk/media recovery keys	Curriculum Server - Hard Drive updated fortnightly Finance/Admin Server - LGFL Gridstore	Gridstore - LGFL	Finance Officer AHT(GS)

5.4 Recovery Priorities

This section details the order in which systems should be restored to ensure that critical functions are available as soon as possible. As different systems have different priorities throughout the year this order should be reviewed by the TIRT to ensure that it is still appropriate at the time of an event. For instance, the restoration of the school's MIS may be a higher priority during the census.

The academies may customise and add additional items to the list that are unique to their setup.

System/Service	Pre-requisites	Priority	Notes
Backup solution	Inline with guidance	Very High	

Active Directory/User account administration	Backup solution	Very High	Required for the majority of other services
Office 365/ Google Workspace	Active Directory (depending on configuration) / 2-step verification	Very High	
Management Information System	Active Directory	High	
Phone system		High	Not integrated to other systems
User files	Active Directory	Medium	
Access control			Not integrated to other systems
Safeguarding	Smoothwall -	Medium	Online app
CCTV		Medium	Not integrated to other systems
Education Apps	Active Directory	Low	
Printing	Active Directory	Low	
Cashless catering		Low	
SEND			

5.5 Key Service Providers

This section provides a record of key service providers that form part of the school's IT services. Academies should keep this list up-to-date so that relevant contact can be made if needed.

Name	Type /description of service	Contact details	Notes
Police – Action Fraud	National reporting centre for fraud and cybercrime	0300 123 2040	Available 24/7 for businesses
Trust		Technology Manager	The risk should be reported to the Technology Manager initially
Information Commissioner's Office	Regulatory office in charge of upholding information rights.	ICO breach reporting website 0303 123 1113	Will need to be informed within 72 hours if data has been stolen during the incident.
LGfL	Internet connectivity and	020 82 555 555 Option 5 Support site	

	security product licensing		
BT	Phone lines		
Sophos	Antivirus solution	Sophos Central	
Malwarebytes	Antimalware solution	Malwarebytes	
Gridstore	Cloud backup solution	LGfL	
Hardware reseller	N/A		
Third party support organisation	Ergo is-support@ergo.co.uk		
Licensing provider	Education Recording agency		
CCTV provider	RG Thorn Ltd	I am Compliant	
Access control provider	Dorma UK Ltd 01462477600 EuroTech 0208814174		

5.6 Incident Response Plan

The following list outlines some of the potential triggers of risk however there may be additional risks which are individual to the school. There may be additional mitigations that can also be added.

Risk	Potential Triggers of the Risk	Current Mitigations
Loss of access to files and IT Systems	Ransomware attack Sabotage Phishing emails Fire/Flood Pandemic DDoS (Distributed denial of Server) Power failure	<ul style="list-style-type: none"> • Critical Data backed up using Gridstore • Daily backups encrypted . 2 Drives. One stored offsite. Swapped each week by Finance Officer • Staff have remote access to email • Files and folders stored on Google Drive • Antivirus software installed on all systems and checked regularly for correct configuration and automatic updates running • Security updates applied to devices as soon as possible • Administrative permissions limited to selected individuals. • Sophos and Malwarebytes used to raise awareness of threats • LGfL DDoS protection provided via Janet network

5.7 Response Plan

Actions required in the event of a major incident				
	Action	Timing	Responsible	Complete
1.1	Verbal notification of incident / or identifies a problem through system alerts	Immediate	[IT Technician / staff with account access]	
1.2	Notification to TIRT	Immediate	[Headteacher / IT Technician / staff with account access]	
1.3	Assessment of scope of incident and options for limiting impact	Within 1 Hour	IT Technician - discussed w headteacher	

1.4	Review recovery priorities	Within 1 Hour	TIRT	
1.5	Communicate with school staff Inform Action Fraud	Within 1 Hour	TIRT	
1.6	Estimated recovery time / invoke full or partial recovery plan	Within 1 Hour	TIRT	
1.7	Communicate with parents if required as part of school day	Within 2 Hours	Headteacher	
1.8	Regular updates to TIRT and school staff	2 Hourly	Headteacher / IT Technician	
1.9	Communicate with Public bodies as required		Headteacher	

6.0 Business Continuity

6.0 BUSINESS CONTINUITY	
6.1 Purpose	<ul style="list-style-type: none"> • To ensure that 'critical activities' are resumed as quickly as possible and/or continue to be delivered during the disruption • To activate one or more of your business continuity strategies to enable alternative ways of working • To make best use of potentially limited resources by suspending 'non-critical' activities
Time Critical Service Functions	<ul style="list-style-type: none"> • The outcome of the Business Impact Analysis process has been to identify the following service activities as time critical/urgent: • Schools Comms/Sims in Touch gives online access to parent details

6.2 Business Continuity Actions

ACTION	CONSIDERATION	ACTION ED
Evaluate the impact of the incident	What services are required to help you manage your recovery. Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities. This may require the involvement of external partners	<input type="checkbox"/>
Plan how critical activities will be maintained	Take time to understand the impact of the incident on 'business as usual' school activities	<input type="checkbox"/>

	<p>by communicating with key stakeholders to gather information.</p> <p>Consider the following questions:</p> <ul style="list-style-type: none"> ● <i>Which school activities are disrupted.</i> ● <i>What is the impact over time if these activities do not continue.</i> ● <i>Would the impact be:</i> <ul style="list-style-type: none"> Manageable Disruptive Critical Disastrous ● <i>What are current staffing levels</i> ● <i>Are there any key deadlines approaching</i> ● <i>What are your urgent recovery objectives</i> ● <i>What resources are required to recover your critical activities</i> 	
<p>Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3)</p>	<p>Consider:</p> <ul style="list-style-type: none"> ● <i>Immediate / ongoing priorities</i> ● <i>Communication strategies</i> ● <i>Deployment of resources</i> ● <i>Finance</i> ● <i>Monitoring the situation</i> ● <i>Reporting</i> ● <i>Stakeholder engagement</i> <p>Produce an action plan for this phase of response.</p>	<input type="checkbox"/>
<p>Log all decisions and actions, including what you decide NOT to do, and include your decision-making rationale</p>	<p>Complete the decision and action log using Appendix A Log of Events, Decisions and Actions Template</p>	<input type="checkbox"/>
<p>Log all financial expenditure incurred</p>	<p>Complete the financial expenditure log - Appendix D</p>	<input type="checkbox"/>

Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	<input type="checkbox"/>
Secure resources to enable critical activities to continue / be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	<input type="checkbox"/>
Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Parents/Carers, Governors/Trustees, Suppliers, Local Authority, Central Government Agencies etc.	<input type="checkbox"/>

6.3 Business Continuity Strategies

Loss or shortage of Staff or skills	Further Information
Use of temporary staff from an external source, e.g. Supply Teacher Agencies	Remedy 020 8418 9441 Active SEN 020 8004 3232 Protocol 01992 411444 SENCare JDS Recruitment 020 3794 6662
Redeployment of staff from less critical services/activities to more critical ones	May require multi-skilling to ensure staff can undertake different roles.
Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> • Larger class sizes (subject to adult to child ratios) • Use of teaching assistants, student teachers, learning mentors etc • Virtual Learning Environment opportunities 	It is advisable to maintain lists of minimum staff numbers for critical services/activities, e.g. teachers, teaching assistants, technicians, invigilators, SEN support staff, admin staff.

<ul style="list-style-type: none"> • <i>Pre-prepared educational materials that allow for independent learning</i> • <i>Team activities and sports to accommodate larger numbers of pupils at once</i> 	
Scale down and / or suspend non-critical activities and focus on critical activities	
Using mutual support agreements with other schools/academies	Appendix K - Epping Forest Schools Partnership Trust School's Contact List
Changes to working conditions, e.g. staff working longer hours, part-time staff working full time, etc.	Ensure staff management issues are considered, i.e. working time directive, job description flexibility and contractual requirements etc.

*Note – during staff redeployment, thought should be given to the level of skills, knowledge and qualifications that will be required, including the need for CRB checks. If redeploying staff involves a degree of risk then actions should be taken to mitigate that risk (e.g. briefing, buddying up, work instructions, supervision).
If the cause of staff loss is a Pandemic, there will be further advice and guidance from the Local Authority and the DfE*

Loss of premises or loss of utilities	Further Information
Localising the incident e.g. isolating the problem and utilising different sites or areas within the school premises portfolio	
If the loss of premises is partial, scale down and/or suspend non critical activities and focus on critical activities redeployed to premises still in operation.	

Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises	Alderton Infant and Junior Schools Epping Forest School Partnership Trust's Schools Contact List - Appendix K
Deploy school's prepared Remote Learning Programme.	See Home Learning Statement on school website
Hire in temporary quick-assemble accommodation, e.g. portacabins.	
Using mutual support agreements with other schools/academies	Epping Forest School Partnership Trust's Schools Contact List - Appendix K
<p>Ensure, in advance, that as much technology as possible, is available to use from other locations for example</p> <ul style="list-style-type: none"> • <i>cloud based finance / HR system that can be accessed from home</i> • <i>most current Windows application (if applicable)</i> • <i>technology to allow governor meetings to go ahead remotely</i> 	<p>SAGE finance hosted by Ivy Chimneys server</p> <p>Finance Officer bespoke budget planner document saved on Google Drive. Shared with SLT</p> <p>School website / Facebook pages able to be accessed remotely</p> <p>LGFL provide online backup for critical data (See ICT back up procedure)</p> <p>School has single Zoom account</p> <p>Microsoft office provides access to MS Teams</p> <p>Google Meet accessible through Google accounts (provided through EFSPT)</p>

Loss of technology / telephony / data / power	Further Information
Assess the impact on all services / activities e.g. teaching operations and school administration	

<p>A list of the key IT applications should be prepared by the school</p>	<p>ARBOR - cloud based Microsoft Office- cloud based Google Drive- cloud based Finance - Based on Ivy Chimneys server Safeguard - Cloud based See IT back up procedure for detail of critical data backed up on line. Includes Single Central Register</p>
<p>Recover electronic backups of key school data</p>	<p>See IT back up procedure. Finance officer takes onsite back up disks home weekly Ergo computing 0115 9144 144 LGFL support 0208255555 (school ID 881-7044)</p>
<p>Reverting to paper-based systems e.g. paper registers, whiteboards etc</p>	
<p>Flexible lesson plans</p>	
<p>Power loss - Uninterruptible Power Supply should allow the controlled closure of all ICT by staff</p>	
<p>Emergency lighting</p>	
<p>Telephone loss – set up a temporary network of mobile phones. Contact land-line provider to redirect phone numbers to a mobile or alternative location</p>	<p>SLT has a Whats app group Oak View Teachers also have Whats app group</p>

Loss of key suppliers, third parties or partners	Further Information
Pre-identified alternative suppliers	Contact the Trust Central Team - Appendix H
Ensuring all external providers have business continuity plans in place as part of contract terms	
Insurance cover	RPA
Using mutual support agreements with other schools/academies	Epping Forest School Partnership Trust's Schools Contact List - Appendix K
Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	

7.0 Recovery and Resumption

7.1 Recovery and Resumption Phase	
Purpose	<ul style="list-style-type: none"> ● <i>To return to 'business as usual' as quickly as possible</i> ● <i>To ensure any non-critical activities suspended as part of your business continuity response are recovered within appropriate timescales</i> ● <i>Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different location</i>

7.2 Recovery and Resumption Actions

ACTION	CONSIDERATION	ACTIONED
Agree and plan the actions required to enable recovery and resumption of normal working practises	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.	<input type="checkbox"/>
Continue to record all expenditure incurred as a result of the incident	Complete the financial expenditure log - Appendix D	<input type="checkbox"/>
Respond to any ongoing and long-term support needs of staff and pupils	Depending on the nature of the incident, the School Incident Management Team may need to consider the use of counselling services	<input type="checkbox"/>
Once recovery and resumption actions are	Ensure all staff are aware that the business continuity plan is no longer in effect.	<input type="checkbox"/>

complete, communicate the return to 'business as usual'.	Phone staff using staff contact list. Text and email parents Update the website.	
Carry out a 'debrief' of the incident with staff (and possibly with pupils). Complete a report to document opportunities for improvement and any lessons identified	The incident de-brief report should be reviewed by all members of the SIMT and in particular by the Incident Manager to ensure key actions resulting from the incident are implemented within designated timescales. Governors/Trustees may also have a role in monitoring progress in completing agreed actions to further develop the resilience of the school.	<input type="checkbox"/>
Review this Continuity Plan, considering lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan. Ensure any revised version of the Plan is read by all members of the Business Continuity Team	<input type="checkbox"/>

8.0 Appendices

Contents	
A	Log Template
B	Impact Assessment Form
C	Lost Property Form
D	Financial Expenditure Log
E	Contents of Emergency Box / 'Grab Bag'
F	Risk Identification, Evaluation and Management Matrix
G	Incident Management Decision-Making Tool
H	Staff Contact List
I	Key Contacts List
J	Suppliers List
K	Epping Forest School Partnership Trust's Schools Contact List

Appendix A			
Log of Events, Decisions and Actions			
Completed by		Sheet Number	
Incident		Date	
Time (24hr clock)	Log Details		

Appendix B			
Impact Assessment Form			
Completed By		Incident	
Date		Time	

Question	Logged Response	
How were you made aware of the incident?		
What is the nature of the incident? (e.g. type, location & severity)		
Are there any staff or pupil casualties or fatalities? (complete casualty / fatality sheets if needed)		
Have the Emergency Services been called?		
Is the incident currently affecting school activities? If so, which areas?		
What is the estimated duration of the incident?		
What is the actual or threatened loss of workforce?	Over 50%	<input type="checkbox"/>
	20 - 50%	<input type="checkbox"/>
	1 - 20%	<input type="checkbox"/>
Has access to the whole site been denied? If so, for how long? (provide estimate if not known)		

Which work areas have been destroyed, damaged or made unusable?	
Is there evidence of structural damage?	
Which work areas are inaccessible but intact?	
Are systems and other resources unavailable? (include computer systems, telecoms, other assets)	
If so, which staff are affected by the ICT disruption and how?	
Have any utilities (gas, electricity or water) been affected?	
Is there media interest in the incident? (likely or actual)	
Does the incident have the potential to damage the school's reputation?	
Other Relevant Information	

Appendix E

Contents of Emergency Box / 'Grab Bag'

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of forms in Appendices) - Available on Google Drive https://docs.google.com/document/d/1dHQmmuK5_lxD1RVvshGW0Zlpeu0RsHMnWSLYqj9TTCA/edit?usp=sharing
	Key contact details, including: Governors/Trustees, Parents/Carers, Local Authority, Suppliers etc - contained in BCP
Organisational Information	Staff Handbook (policies and procedures)
	school branding material and stationery
	school logo -available on previous admin emails
	Plan of the school including all evacuation points
Financial Information	Bank, Payroll, etc Payroll- online Bank details contained in Financial Procedures Manual (To be saved on Google online)
	Invoices, purchase orders, etc Sage - Purchase orders, paid invoices. Admin email contains emailed invoices
	Financial Procedures Manual - To be saved on Google Drive
	Assets Register and Insurance Policy Assets Register emailed to Finance Officer. Insurance - RPA - accessible on DfE website
Staff Information	Staff contact details Available online through ARBOR
	Staff emergency contact details
IT / Equipment Information	Software licence agreement and key codes - Available through previous emails
	Office telephone list (for phone divert)

	Back-up rota and data restoration routine - see above
Equipment and other items	First Aid Kit
	Essential - Walkie Talkies
	Gas cupboard keys
	Contact details for taxi / transport providers
	High visibility jacket

Appendix F

Identifying, Evaluating and Managing Risks

The Trust Risk Register should be referred to for the most up to date risk position.

Appendix G

Critical Incident Decision-Making Tool

Information	Issues	Ideas	Actions
What do you know / what do you not know?	What is the problem / issue arising from that piece of information	What are the ideas for solving the issues / problems?	What are you going to do? What are you not going to do? Who is responsible? What are the timelines?

Appendix H

Staff Contact List

Name	Job title	SIMT role(s) (if applicable)	Contact details	Alternative contact details *	Notes (eg. first aid trained)

School Staff and Governors/Trustees (Consider placing in a sealed envelope, only to opened in emergency)

* Leave this field blank for use during an emergency; you may need to record alternative contact details.

Central Operations Team Contact Details		
Name	Job Title	Contact details
Peter Tidmarsh	CEO	peter.tidmarsh@efspt.org
Karen Salmons	CFO	karen.salmons@efspt.org
Elaine Freedman	Trust Finance Manager	elaine.freedman@efspt.org
Jacquie Slisz	Administration Support	jacquie.slisz@efspt.org
Elisabeth Nunn	Clerk to the Trust Board	elisabeth.nunn@efspt.org
Dannii Owens	Trust Operations Manager	dannii.owens@efspt.org
Tula Smith	HR	tula.smith@junipereducation.org
Jon Rensink	Health and Safety Consultant	JR@danielconnal.co.uk

Appendix I		
Key Contact List		
Organisation	Contact details	Notes
Police	Tel: 999 (24 hour) Tel: 101 (24 hour, non-emergency number)	
Fire & rescue service Ambulance	Tel: 999 (24 hour)	
National Health Service	Tel: 111 (24 hour)	
Department for Education	Tel: 0370 000 2288 (office hours, general enquiries)	
Foreign & Commonwealth Office	Tel: 0207 008 1500 (24hOUr, consular assistance)	If abroad, please dial: +44207 008 1500
Environment Agency	Tel: 0845 988 1188 (24hour, flood line)	
Met Office	Tel: 0370 900 0100 (24hour, weather desk)	
Health and Safety Executive	Tel: 0845 300 9923 (office hours, incident contact centre) Tel: 0151 922 9235 (24hour, duty officer) Tel: 0151 922 1221 (24hour, duty press officer)	
Insurance company		
Key Local Authority Contacts		
Communications Team	01245 434745	
Emergency Duty Service (EDS)	0345 606 1212 out of hours 07767 298483	
Other Local Authority Contacts		
ECC General Enquiries	03457 430430	

ECC Press Officer	07717 867525	
ECC Insurance Service (Buildings insurance)	03330 139819	
ECC Health & Safety Advice	03330 139818	
ECC Educational Visits	01245 221022	
ECC Schools Finance Support	03456 460514	
Other local contacts		
BBC Essex Reception	01245 495050	
Radio Essex	01702 455070	
Evening Echo	01268 469396	
Other useful contacts		
Foreign Office	020 7270 1500	
Capita Education Services	0844 893 8000	
Education Funding Agency (E.F.A)	0845 600 7979	

Appendix J

KEY SUPPLIER LIST

SUPPLIER	CONTACT DETAILS
Information on Suppliers available through SAGE	

Appendix K

Epping Forest Schools Partnership Trust

School	Head Teacher	Contact Number	Address
Alderton Infant School	Tara Birstow	0208 508 7168	Alderton Hall Lane, Loughton, IG10 3HE
Alderton Junior School	Kirsty Johnson	0208 508 2521	Alderton Hall Lane, Loughton, IG10 3HE
Buckhurst Hill Community Primary School	Alison Farquharson	0208 505 7300	Lower Queen's Road, Buckhurst Hill, IG9 6DS
Chigwell Row Infant School	Amy Dowling	0208 500 3355	Lambourne Road, Chigwell Row, IG7 6EZ
Epping Upland Church of England Primary School	Sarah Hurwood	01992 572 087	Carters Lane, Epping Green, CM16 6QJ
Hereward Primary School	Renette Fourie	0208 508 6465	Colebrook Lane, Loughton, IG10 2HR
High Beech Church of England Primary School	Sarah Roffey	0208 508 6048	Mott Street, Loughton, IG10 4AP
Hillhouse Church of England Primary School	Joanne Willcox	01992 715 999	Ninefields, Waltham Abbey, EN9 3EL
Ivy Chimneys Primary School	Rebecca Stigston	01992 573 518	Ivy Chimneys Road, Epping, CM16 4EP
Lambourne Primary School	Sarah Noden	01992 812 230	Hoe Lane, Abridge, RM4 1AU
Limes Farm Infant School and Nursery	Sami Taylor	0208 501 1115	Limes Avenue, Chigwell, IG7 5LP
Oak View School	Tina Kearney	0208 508 4293	Whitehills Road, Loughton, IG10 1TS
Staples Road Primary School	Jane Harvey	0208 8508 1241	Staples Road, Loughton, IG10 1HR

St John's Church of England Primary School	Jonathan Furness	0208 504 2934	High Road, Buckhurst Hill, IG9 5RX
Theydon Bois Primary School	Andre Rall	01992 813 083	Orchard Drive, Epping, CM16 7DH
Whitebridge Primary School	Ann Grisley	0208 508 8624	Greenstead Road, Loughton, IG10 3DR

Appendix L
Key IT Applications
LGFL - internet provider - 02082555555
SAGE - Finance Package - Cloud based through Ivy Chimneys server
Arrovia - Budget Planner - Cloud based
IT Back up procedures https://drive.google.com/file/d/13LPnNZGHZZHvDOJzQxBQAJjWg-agizSg/view?usp=sharing
Online Back up of § SIMS, FMS, (Old data that needs to be kept for 7 years – 2025 , FMS school fund , SOLUS3 vis script, winpool\single central register SIMS drive, Denise Cross/ PA folder (includes personnel records, Heads folder. Finance Officer and Office Manager both use email as a means of saving key documents eg bespoke budget plan, SCR.
On site: Windows files/folders, CCTV
In the classroom (hardware): IWB, Computers, iPads, Chromebooks In the classroom (software): SMART Notebook; Google Chrome (G Suite); SIMs; Outlook
Cloud based: Google Workspace, Arbor, Office Sharepoint, Edupay, iAM Compliant, Sophos, Malwarebytes, Gridstore