



BUSINESS CONTINUITY AND DISASTER MANAGEMENT PLAN

2023

Plan Reference: 006

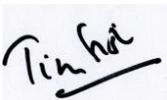
Detailing arrangements for:

Incident Management
Business Continuity Recovery
and Resumption of Normal College Activity

Authors: Sarmad Ismail

Reviewed by: Sarmad Ismail

Signed :  by (Principal)

Signed by:  (Governor)

Date: 1st September 2023

To be reviewed: 1st September 2024

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1.0 About this Plan

1.1 Document Control

Date	Revision/Amendment Details & Reason	Author
30/11/2016	Original master copy	Ed Woolcock and Leanne Slavin
19/04/2018	Review	Leanne Slavin and Karen Staples
26/11/2018	Review	Tim Lyne and Leanne Slavin
26/09/2019	Review	Tim Lyne and Leanne Slavin
27/08/2020	Review	Tim Lyne and Leanne Slavin
12/08/2021	Review	Tim Lyne and Leanne Slavin
16/09/2022	Review	Sarmad Ismail
01/09/2023	Review	Sarmad Ismail

1.2 Plan Purpose

To provide a flexible response so that Hampstead Fine Arts College can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

1.3 Plan Remit

All college functions are covered by this Plan.

The whole college will be covered by this Plan.

1.4 Plan Owner

Hampstead Fine Arts College is this Plan's Owner and responsible for ensuring that it is maintained, exercised and updated in accordance with College Policy for reviewing business continuity and emergency response plans.

1.5 Plan Distribution

This Business Continuity Plan is distributed as follows:

NAME	ROLE	ISSUE DATE	PLAN REF NO
Sarmad Ismail	Health & Safety	1 st September 2023	006
Candida Cave	Principal	1 st September 2023	006
Emmeline Schwieters	Head	1 st September 2023	006
Julie Cope	Deputy Head – Pastoral	1 st September 2023	006
Craig Winchcombe	Deputy Head - Academic	1 st September 2023	006
Mandy Collinson	Financial Controller	1 st September 2023	006
Meena Sharma	Senior Administrator	1 st September 2023	006

John Hicks	Exams Officer	1 st September 2023	006
Aatif Hassan	Governance	1 st September 2023	006
Tim Fish	Managing Director	1 st September 2023	006
Rob Humphreys	Chief Finance and Operating Officer	1 st September 2023	006
Paul Ludlow	Compliance Director	1 st September 2023	006

1.6 Plan Storage

All parties on the distribution list, see 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.

1.7 Plan Review Schedule

This Plan will be updated each year on the anniversary of its inception or sooner should there be necessary changes.

2.0 Plan Activation

2.1 Circumstances

This Plan will be activated in response to an incident causing significant disruption to the College, 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
- 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 College in the Emergency Service's cordon preventing access, severe weather scenarios or utilities failure.
- Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical college activity.

2.2 Responsibility for Plan Activation

The Principal will normally activate and stand down this Plan.

Insurance Details

Company: Gallagher Ltd

Ref Number: 49519291

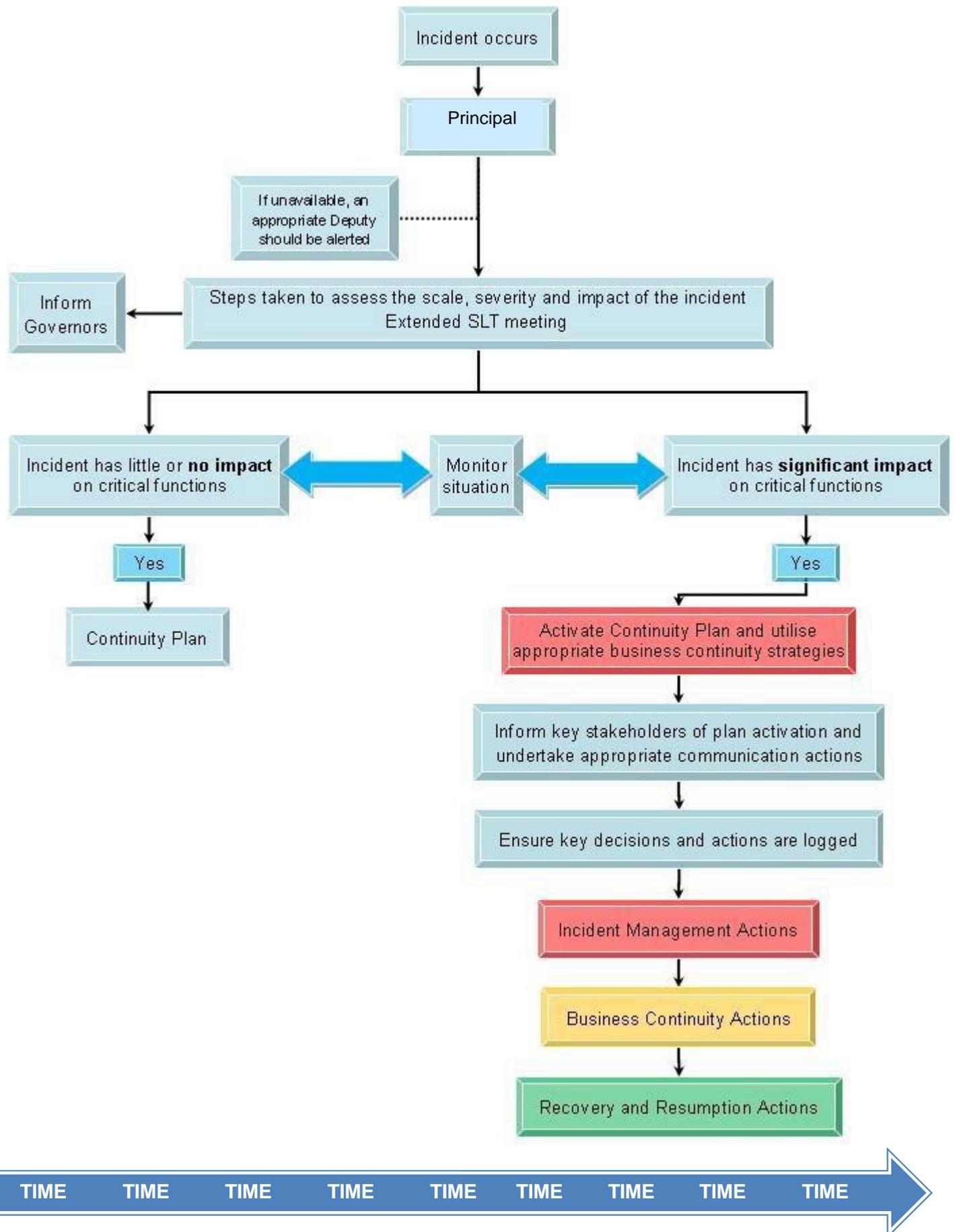
Website: <http://www.ajginternational.com/>

Telephone: 0800 612 3748

2.3 Escalating a Serious Incident

All serious incidents should be reported to the Principal or Head on 02075860312. If the incident is deemed to be of a 'critical' nature, the Critical Incident Plan will be activated by the Principal or Head and Deputy Heads.

2.4 Activation Process



3.0 Roles and Responsibilities

3.1 College Incident Management Team

Role	Responsibilities	Accountability / Authority
Principal and Head	<ul style="list-style-type: none"> ▪ Senior responsible owner of Business Continuity Management in the College ▪ Ensuring the College has capacity within its structure to respond to incidents ▪ Determining the College's overall response and recovery strategy 	The Principal has overall responsibility for day-to-management of the College, including lead decision-maker in times of crisis.
Business Continuity Coordination Team Candida Cave Emmeline Schwieters (Business Continuity Coordinator) Mandy Collinson Julie Cope Craig Winchcombe Karen Staples Meena Sharma Aatif Hassan Tim Fish Paul Ludlow Sarmad Ismail	<ul style="list-style-type: none"> ▪ Business Continuity Plan development ▪ Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc ▪ Involving the College community in the planning process as appropriate ▪ Plan testing and exercise ▪ Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved ▪ Training staff within the College on Business Continuity ▪ Embedding a culture of resilience within the College, involving stakeholders as required 	Business Continuity Coordinator reports directly into the Principal and will usually be a member of the College Incident Management Team.
College Incident Management Team <i>(incl Business Continuity Coordinator and Principal)</i> Candida Cave Emmeline Schwieters (Business Continuity Coordinator) Mandy Collinson Julie Cope Craig Winchcombe Karen Staples Leanne Slavin Meena Sharma Aatif Hassan Tim Fish Paul Ludlow Sarmad Ismail	<ul style="list-style-type: none"> ▪ Leading the College's initial and ongoing response to an incident ▪ Declaring that an 'incident' is taking place ▪ Activating the Business Continuity Plan ▪ Notifying relevant stakeholders of the incident, plan activation and ongoing response actions ▪ Providing direction and leadership for the whole College community ▪ Undertaking response and communication actions as agreed in the plan ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Managing resource deployment ▪ Welfare of Pupils ▪ Staff welfare and employment issues 	The College Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident at the Principal's approval.

The following Staff have been identified as the College's Incident Management Team:

Name	Role	Contact Details (delete/amend as necessary)
Candida Cave	Incident Management Team	Mobile Number: 07790399359 Email Address: candida.cave@hampsteadfinearts.com candida.cave@dukeseducation.com Out of Hours Contact Details: As above
Emmeline Schwieters	Business Continuity Coordinator	Mobile Number: 07950916586 Email Address: emmy.schwieters@hampsteadfinearts.com Out of Hours Contact Details: As above
Julie Cope	Incident Management Team	Mobile Number: 07557968460 Email Address: Julie.Cope@hampsteadfinearts.com Out of Hours Contact Details: As above
Craig Winchcombe	Incident Management Team	Mobile Number: 07968771883 Email Address: craig.winchcombe@hampsteadfinearts.com craigwinch@yahoo.com Out of Hours Contact Details: As above
Mandy Collinson	Incident Management Team	Email Address: Mandy.collinson@hampsteadfinearts.com Out of Hours Contact Details: 07903319816
Karen Staples	Incident Management Team	Mobile Number: 07500800164 Email Address: karen.staples@hampsteadfinearts.com karenstaples42@googlemail.com Out of Hours Contact Details: As above
Leanne Slavin	Incident Management Team	Mobile Number: 07792447497 Email Address: leanne.slavin@hampsteadfinearts.com slavin81@msn.com Out of Hours Contact Details: As above
Meena Sharma	Incident Management Team	Mobile Number: 07939551581 Email Address: mail@hampsteadfinearts.com meena.sharma@hampsteadfinearts.com Out of Hours Contact Details: As above
Aatif Hassan	Incident Management Team	Mobile Number: 0203 696 5300 Email Address: Aatif.hassan@dukeseducation.com vivienne.melville@dukeseducation.com Out of Hours Contact Details: As above
Tim Fish	Incident Management Team	Mobile Number: 07803935385 Email Address: tim.fish@dukeseducation.com Out of Hours Contact Details: As above
Rob Humphreys	Incident Management Team	Mobile Number: 02920 493121 x231 Email Address: rob.humphreys@dukeseducation.com Out of Hours Contact Details: As above

Paul Ludlow	Incident Management Team	Mobile Number: 07584012130 Email Address: paul.ludlow@dukeseducation.com Out of Hours Contact Details: As above
Sarmad Ismail	Incident Management Team	Mobile Number: 07393571890 Email Address: Sarmad.ismail@hampsteadfinearts.com Out of Hours Contact Details: Asabove

3.2 Additional Response and Recovery Roles

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

Role	Responsibilities	Accountability / Authority
Incident Loggist (record keeper) Karen Staples & Leanne Slavin & Sarmad Ismail	<ul style="list-style-type: none"> ▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately 	Reporting directly to the Principal or College Incident Management Team.
Business Continuity and Media Coordinator Emmeline Schwieters	<ul style="list-style-type: none"> ▪ Collating information about the incident for dissemination in Press Statements ▪ To liaise with the Principal and Dukes senior staff prior to releasing any information or statements 	The Media Co-ordinator should assist with providing information to the Press Office but should not undertake direct contact with Media.
Stakeholder Liaison Aatif Hassan, Tim Fish, Jon Pickles, Rob Humphreys, Emmy Schwieters, Meena Sharma, Karen Staples, Leanne Slavin, Sarmad Ismail & Paul Ludlow	<ul style="list-style-type: none"> ▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all): <ul style="list-style-type: none"> ○ Governors ○ Parents/Carers/carers ○ Emergency Services, Health and Safety Executive (HSE) etc ISI Local Authorities Police 	All communications activities should be agreed by the College Incident Management Team. Information sharing should be approved by the Principal (or College Incident Management Team if the Principal is unavailable).
Facilities Manager Sarmad Ismail	<ul style="list-style-type: none"> ▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the College Incident Management to advise on any issues relating to the College physical infrastructure 	Reporting directly to the Principal or College Incident Management Team.

	Lead point of contact for any Contractors who may be involved in incident response	
ICT Manager XMA James Theocharous Mandy Collinson	<ul style="list-style-type: none"> ▪ Ensuring the resilience of the College's ICT infrastructure ▪ Liaison with Local Council. ▪ Work with the Business Continuity Coordination Team to develop proportionate risk responses 	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the College Incident Management Team.
Recovery Coordinator Candida Cave Emmy Schwieters Julie Cope Craig Winchcombe Karen Staples Leanne Slavin Sarmad Ismail	<ul style="list-style-type: none"> ▪ Leading and reporting on the College's recovery process ▪ Identifying lessons as a result of the incident ▪ Liaison with Business Continuity Coordination Team to ensure lessons are incorporated into the plan development 	Is likely to already be a member of the College Incident Management Team, however will remain focussed on leading the recovery and resumption phase. Reports directly to Principal.

The following College staff have been identified as people who may be able to undertake additional roles in your response to an incident:

Name	Role	Contact Details
Candida Cave	Incident Management Team	Mobile Number: 07790399359 Email Address: candida.cave@hampsteadfinearts.com candida.cave@dukeseducation.com Out of Hours Contact Details: As above
Emmeline Schwieters	Business Continuity Coordinator	Mobile Number: 07950916586 Email Address: emmy.schwieters@hampsteadfinearts.com Out of Hours Contact Details: As above
Julie Cope	Incident Management Team	Mobile Number: 07557968460 Email Address: julie.cope@hampsteadfinearts.com Out of Hours Contact Details: As above
Craig Winchcombe	Incident Management Team	Mobile Number: 07968771883 Email Address: craig.winchcombe@hampsteadfinearts.com craigwinch@yahoo.com Out of Hours Contact Details: As above
Mandy Collinson	Incident Management Team	Email Address: Mandy.collinson@hampsteadfinearts.com Out of Hours Contact Details: 07903319816

Karen Staples	Incident Management Team	Mobile Number: 07500800164 Email Address: karen.staples@hampsteadfinearts.com karenstaples42@googlemail.com Out of Hours Contact Details: As above
Leanne Slavin	Incident Management Team	Mobile Number: 07792447497 Email Address: leanne.slavin@hampsteadfinearts.com slavin81@msn.com Out of Hours Contact Details: As above
Meena Sharma	Incident Management Team	Mobile Number: 07939551581 Email Address: mail@hampsteadfinearts.com meena.sharma@hampsteadfinearts.com Out of Hours Contact Details: As above
Aatif Hassan	Incident Management Team	Mobile Number: 0203 696 5300 Email Address: Aatif.hassan@dukeseducation.com Out of Hours Contact Details: As above
Tim Fish	Incident Management Team	Mobile Number: 07803935385 Email Address: tim.fish@dukeseducation.com Out of Hours Contact Details: As above
Rob Humphreys	Incident Management Team	Mobile Number: 02920 493121 x231 Email Address: rob.humphreys@dukeseducation.com Out of Hours Contact Details: As above
Paul Ludlow	Incident Management Team	Mobile Number: 07584012130 Email Address: paul.ludlow@dukeseducation.com Out of Hours Contact Details: As above
Sarmad Ismail	Incident Management Team	Mobile Number: 07393571890 Email Address: Sarmad.ismail@hampsteadfinearts.com Out of Hours Contact Details: As above

3.3 The Role of Governors

Role	Responsibilities	Accountability / Authority
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Governors	<ul style="list-style-type: none"> ▪ Working in partnership with the College to provide strategic direction in planning for and responding to disruptive incidents ▪ Undertaking actions as required to support the College's response to a disruptive incident and subsequent recovery ▪ Acting as a 'critical friend' to ensure that the College Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable ▪ Monitoring and evaluating overall performance in developing College Resilience and reporting to Parents/Carers 	Liaison with the Principal or College Incident Management Team in response to a crisis. Reporting progress in developing Business Continuity Plans to Parents/Carers
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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 College activities e.g. computer virus, flu pandemics, a pre - planned strike, forecast for heavy snow or a power outage etc.

4.1 Purpose of the Incident Management Phase

The purpose and priorities for this phase are to:

- Protect the safety and welfare of pupils, staff, visitors and the wider community
- Protect vital assets e.g. equipment, data, reputation
- Ensure urgent and necessary communication takes place
- Support the Business Continuity phase
- Support the Recovery and Resumption phase

4.2 Incident Management Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? <i>(tick/cross as appropriate)</i>
1.	Make a <i>quick</i> initial assessment: <ul style="list-style-type: none"> ▪ Survey the scene ▪ Assess (i.e. scale/severity, duration & impact) ▪ Disseminate information (to others) 	Gather and share information to facilitate decision-making and enhance the response <i>A full impact assessment form can be found in Appendix A</i>	<input type="checkbox"/>

2.	Call the Emergency Services (as appropriate)	TEL: 999 Provide as much information about the incident as possible	<input type="checkbox"/>
3.	<ul style="list-style-type: none"> ▪ Evacuate the College building, if necessary. ▪ Consider whether it may be safer or better for the welfare of students to stay within the College premises and congregate at a relative place of safety indoors. ▪ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical College activities ▪ Notify relevant stakeholders of site evacuation. 	<ul style="list-style-type: none"> ▪ Use normal fire evacuation procedures for the College ▪ Consider arrangements for staff/students with special needs ▪ If the decision is to stay within the College, ensure the assembly point is safe and take advice from Emergency Services as Appropriate. 	<input type="checkbox"/>
4.	Ensure all Students, Staff and any College visitors report to the identified Assembly Point.	<p>The normal Assembly point for the College is: Chalcot Gardens (behind the bus stop on Englands Lane) – For Centre Studios</p> <p>Corner of Lambolle Place and Belsize Park Gardens (opposite 24 Lambolle Place) – For Photography, Lambolle Place & Lancaster Stables</p> <p>The alternative Assembly Point for the College is: Corner of Lambolle Place and Belsize Park Gardens (opposite 24 Lambolle Place) – For Centre Studios</p> <p>Or</p> <p>Chalcot Gardens (behind the bus stop on Englands Lane) – For Photography, Lambolle Place & Lancaster Stables.</p>	<input type="checkbox"/>
5.	Check that all Students, Staff, Contractors and any Visitors have been evacuated from the building and are present. Consider the safety of all pupils, staff, contractors and Visitors as a priority	Staff Lists, Teacher registers and using signing in/out sheets for College visitors	<input type="checkbox"/>

6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	<input type="checkbox"/>
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	<input type="checkbox"/>
8.	Identify College Incident Management Team to undertake specific emergency response roles	<i>Information on roles and responsibilities can be found in Section 3.0</i>	<input type="checkbox"/>
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	<i>The Log template can be found in Appendix A</i>	<input type="checkbox"/>
10.	Where appropriate, record names and details of any staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping	This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident	<input type="checkbox"/>
11.	<ul style="list-style-type: none"> ▪ Take further steps to assess the impact of the incident ▪ Agree response / next steps 	Continue to record key decisions and actions in the incident log <i>The impact assessment form can be found in Appendix B.</i>	<input type="checkbox"/>
12.	Log details of all items lost by Pupils, Staff, Visitors etc as a result of the incident, if appropriate	<i>A form for recording this information is in Appendix C</i>	<input type="checkbox"/>
13.	Consider the involvement of other Teams, Services or Organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance. Supplement with CPD and training	Depending on the incident, the following Teams in Children's Services may be approached to assist with incident management: <ul style="list-style-type: none"> ▪ Planning and Accommodation Support Service ▪ Education Psychology Service 	<input type="checkbox"/>
14.	If appropriate, arrange contact with the Council Press Office.	Establish a media area if necessary.	
15.	Assess the key priorities for the remainder of the working day and take relevant action considering lighting, heating, security and safeguarding.	Consider actions to ensure the health, safety and well-being of the College community at all times. 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. <i>Business Continuity Strategies are documented in Section 5.3</i> Consider the College's legal duty to provide free College meals and how this will be facilitated, even in the event of emergency College closure.	<input type="checkbox"/>

16.	Ensure Staff are kept informed about what is required of them	Consider: <ul style="list-style-type: none"> what actions are required where staff will be located Notifying Staff who are not currently in work with details of the incident and actions undertaken in response 	<input type="checkbox"/>
17.	Ensure Students are kept informed as appropriate to the circumstances of the incident	Consider communication strategies and additional support for pupils with special needs. Consider the notification of pupils not currently in College. Web, assemblies, briefing, press and media release.	<input type="checkbox"/>
18.	Ensure Parents/Carers are kept informed as appropriate to the circumstances of the incident. Parents/carers of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date.	Agree arrangements for parents/carers collecting pupils at an appropriate time Consider how emergency communication needs will be established e.g. phone lines, answer machine message, website update	<input type="checkbox"/>
19.	Ensure Governors are kept informed as appropriate to the circumstances of the incident	Aatif, Chair Governors(email address)	<input type="checkbox"/>
20.	Consider the wider notification process and the key messages to communicate	Local Radios may be useful in broadcasting key messages	<input type="checkbox"/>
22.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident <i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
23.	Seek specific advice/ inform your Insurance Company as appropriate	Insurance Policy details can be found in reception and Finance Manager's office.	<input type="checkbox"/>
24.	Ensure recording process in place for staff/pupils leaving the site	Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required via paper register kept in the Main Office	<input type="checkbox"/>

5.0 Business Continuity

5.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption. This may involve activation one or more of your business continuity strategies to enable alternative

ways of working. During an incident it is unlikely that you will have all of your resources available to you, it is therefore likely that some 'non critical' activities may need to be suspended at this time.

5.2 Business Continuity Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? <i>(tick/cross as appropriate)</i>
1.	Identify any other stakeholders required to be involved in the Business Continuity response	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"/>
2.	Evaluate the impact of the incident	<p>Take time to understand the impact of the incident on 'business as usual' College activities by communicating with key stakeholders to gather information.</p> <p>Consider the following questions:</p> <ul style="list-style-type: none"> ▪ Which College activities are disrupted? ▪ What is the impact over time if these activities do not continue? ▪ Would the impact be: <ul style="list-style-type: none"> ○ Manageable? ○ Disruptive? ○ Critical? ○ Disastrous? ▪ What are current staffing levels? ▪ Are there any key milestones or critical activity deadlines approaching? ▪ What are your recovery time objectives? ▪ What resources are required to recover critical activities? 	<input type="checkbox"/>
3.	Plan how critical activities will be maintained, utilising preidentified or new business continuity strategies (See Section 5.3). Through consultation with SLT Extended and Business Continuity Team.	<p>Consider:</p> <ul style="list-style-type: none"> ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement <p>Produce an action plan for this phase of response. (Action Plan is that we will use our other sites, Dukes Education, and if required we are able to hire other local facilities e.g. Swiss Cottage library, The Washington, WAC centre.)</p>	<input type="checkbox"/>
4.	Log all decisions and actions, including what you decide not to do and include your decision making rationale	Use the Decision and Action Log to do this. <i>The log template can be found in Appendix A</i>	<input type="checkbox"/>

5.	Log all financial expenditure incurred	<i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
6.	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	<input type="checkbox"/>
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	<input type="checkbox"/>
8.	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, Suppliers etc.	<input type="checkbox"/>

5.3 Business Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	Teacher Active agency Word of mouth. Any use of temp staff must be fully compliant with safer recruitment policy.
2.	Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities, this may involve identifying deputies, job shadowing, succession planning and handover periods for planned (already known) staff absence e.g. maternity leave	Business continuity co-ordination team should liaise with the Principal to organise staff roles and responsibilities in the event of the Business Continuity Plan being activated.
3.	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 and child ratios) • Use of Teaching Assistants, Student Teachers, Learning Mentors etc • Virtual Learning Environment opportunities • Pre-prepared educational materials that allow for independent learning Team activities and sports to accommodate larger numbers of pupils at once	Use of our different sites, Dukes Education, and if required we are able to hire other local facilities e.g. Swiss Cottage library, The Washington, WAC centre. Tutors to provide students with teaching resources for independent learning.
4.	Suspending 'non critical' activities and focusing on your priorities	Business continuity co-ordination team to prioritise suspending the non-critical activities in the event of the business continuity plan being activated.

5.	Using mutual support agreements with other Colleges	Use of our different sites, Dukes Education, and if required we are able to hire other local facilities e.g. Swiss Cottage library, The Washington, WAC centre.
6.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	Staff contracts include flexibility requirements.

Arrangements to manage denial of access to your premises or loss of utilities		Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Using mutual support agreements with other Colleges	Use of our different sites, Dukes Education, and if required we are able to hire other local facilities e.g. Swiss Cottage library, The Washington, WAC centre.
2.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises.	Dukes Education, and if required we are able to hire other local facilities e.g. Swiss Cottage library, The Washington, WAC centre.
3.	Virtual Learning Environment opportunities	Staff to use ISAMs to send students work and any other attachments.
4.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the College premises portfolio	Use of our different sites.
5.	Off-site activities e.g. swimming, physical activities, college trips	Business continuity co-ordination team to advise and instruct college trips in the case of the business continuity plan being activated.

Arrangements to manage loss of technology / telephones / data / power		Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Back-ups of key College data e.g. CD or Memory Stick back-ups, photocopies stored on and off site, mirrored servers etc	Tutors are responsible to keep copies of their resources.
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc	We have paper registers which are also held electronically on the admin shared drive.

		Absences are also recorded through the emails we send home and on students files.
3.	Flexible lesson plans	We have flexible lesson plans in line with classroom timetables.
4.	Emergency generator e.g. Uninterruptible Power Supply (UPS)	n/a as we have other sites.
5.	Emergency lighting	This has been installed and is monitored and tested monthly.

Arrangements to mitigate the loss of key suppliers, third parties or partners		Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Pre-identified alternative suppliers	We have identified alternative suppliers.
2.	Ensuring all external providers have business continuity plans in place as part of contract terms	Providers own responsibility as per the College's Health and Safety Contractors policy which they sign acknowledgement of.
3.	Insurance cover	Yes
4.	Using mutual support agreements with other Colleges	Mutual support with Dukes Education.
5.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	As directed by the Business Continuity Co-ordination Team.

6.0 Recovery and Resumption

6.1 Purpose of the Recovery and Resumption Phase

The purpose of the recovery and resumption phase is to resume 'business as usual' working practises for the College as quickly as possible. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. from a different location.

6.2 Recovery and Resumption Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	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"/>
2.	Respond to any ongoing and long term support needs of Staff and Pupils	Depending on the nature of the incident, the College Incident Management Team may need to consider the use of Counselling Services	<input type="checkbox"/>
3.	Once recovery and resumption actions are complete, communicate the return to 'business as usual'.	Ensure all staff are aware that the Business Continuity Plan is no longer in effect through Staff Briefings, Intranet, Media and e-mail.	<input type="checkbox"/>
4.	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 College Incident Management Team and in particular by the Business Continuity Coordination Team to ensure key actions resulting from the incident are implemented within designated timescales. Governors may also have a role in monitoring progress in completing agreed actions to further develop the resilience of the College.	<input type="checkbox"/>
5.	Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan is read by all members of the Business Continuity Team	<input type="checkbox"/>

Appendix A

Log of Events, Decisions & Actions			
Completed by		Sheet Number	
Incident		Date	
Time	Log Details		
24hr clock			

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 College activities? If so, which areas?				
What is the estimated duration of the incident?				
What is the actual or threatened loss of workforce?	Over 50%			
	20 – 50%			
	1 – 20%			
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 College's reputation?	
Other Relevant Information	

Appendix C

Lost Property Form				
Completed By		Incident		
Date		Time		
No.	Name	Status (e.g. staff, pupil visitor)	Details of possessions lost/left behind	
			What	Where left/lost

Section	Details
Business Continuity	Business Continuity Plan (Plus spare copies of forms in Appendices) Key contact details, including: Governors, Parents/Carers, Local Authority, Suppliers etc.
Organisational Information	Employee Handbook College branding material and stationary (kept in office at Centre Studios and Lambolle Place) College Logo
Financial information	Bank, Insurance details, payroll etc Invoices, purchase orders Financial Procedures
Staff information	Insurance policy Staff contact details
IT/Equipment information	XMA contact information
Equipment and other items	First Aid Kit High visibility jacket Laptop with wireless connection Pay as you go mobile phone and battery powered mobile phone charger Stationery including permanent markers, clipboards, pens, blue tack, pins, pencils and notebook paper Hazard barrier tape Emergency cash/credit card Contact details for taxi College floor plans Spare keys Location of Services

IDENTIFYING, EVALUATING AND MANAGING RISKS

GUIDANCE FOR COMPLETING THE RISK MATRIX:

LEGEND	
I	Impact
P	Probability
I x P	Risk Rating

To establish your risk rating, it is necessary to multiply the perceived consequence (or impact) of the risk (score 1 - 5) with the perceived likelihood (or probability) of that risk occurring (score 1-5). Please see tables below for guidance on risk rating scores.

Impact (or Consequence)		Score	Risk Description	Action Required	Probability (or Likelihood)	
Description	Indicators				Description	Indicators
5 (Major)	The risk has a major impact if realised				5 (Very Likely)	The risk will emerge
4 (Significant)	The risk has a significant impact if realised				4 (Likely)	The risk should emerge
3 (Moderate)	The risk has a moderate impact if realised				3 (Unlikely)	The risk could emerge
2 (Minor)	The risk has a minor impact if realised				2 (Very Unlikely)	The risk is unlikely to emerge
1 (No consequence)	The risk has no consequence impact if realised				1 (Impossible)	The risk will not emerge

Example College Risk Assessment (partially complete)

	Risk Description	I	P	Risk Rating	Risk Control(s)	Additional Controls Required (if any)	Lead for Risk Control Activities
1.	Pandemic or epidemice.g. influenza virus, meningitis	4	3	12	- Staff absenteeism policy - Use of Supply Teachers	- Pre-prepared Teaching packs for Virtual - Learning Environment	<i>Mrs C Cave / Mrs E Schwieters</i>
2.	Severe weather events e.g. high winds, snow, heat wave, drought	3	2	6	- In the event of snow/ice salt/grit at both sites. - Water machines for drinking water. - Safe temperature maintained through either heating or air conditioning systems.	NA	<i>Mr S Ismail</i>
3.	Power outage	4	2	8	- College based across two sites, so lessons could be held at the other site. - We are able to use alternative local sites or other Dukes Education locations (as outlined 5.2.3)	NA	<i>Mr S Ismail</i>
4.	Utilities disruption e.g. gas, electricity or water supply	4	2	8	- College based across two sites, so lessons could be held at the other site. - We are able to use alternative local sites or other Dukes Education locations (as outlined 5.2.3)	NA	<i>Mr S Ismail</i>
5.	Telephone failure	2	3	6	- College mobile phone can be used for parent and student contact. - Admin and SLT have list of staff mobile numbers to contact them.	NA	<i>Mrs S Assan</i>
6.	Fire affecting the College premises	4	2	8	- College based across two sites, so lessons could be held at the other site.	NA	<i>Mr S Ismail</i>

					<ul style="list-style-type: none"> - College has procedures in place to reduce the risk of fire as far as is reasonably practicable. - We are able to use alternative local sites or other Dukes Education locations (as outlined 5.2.3) 		
7.	Widespread or localised flooding	3	2	6	<ul style="list-style-type: none"> - Due to the geographical location of the site being on a hill it is unlikely to be affected by flooding. - We are able to use alternative local sites or other Dukes Education locations (as outlined 5.2.3) 	NA	<i>Mr S Ismail</i>
8.	Mass staff absence e.g. industrial strikes, lottery syndicate	4	2	8	<ul style="list-style-type: none"> - Due to the private nature of the business we do not face strike action. - Classes contain low student numbers, so could be combined. - Utilise tutors from other Dukes Education locations. 	NA	<i>Mrs C Cave / Mrs E Schwieters</i>
9.	Transport disruption	3	3	9	<ul style="list-style-type: none"> - Staff are expected to arrive at least 15 minutes prior to student arrival time. This allows for general disruption. - Due to the location of the college it can be accessed by multiple forms of transport. - If staff are delayed they are required to provide cover work. 	NA	<i>Mr S Ismail</i>

10.	Violent extremist activity on College premises	5	2	10	- Access to buildings must be granted using telecoms - Visitors must go past reception to enter - All staff have completed the PREVENT training	NA	<i>Mr S Ismail</i>
11.	Local hazards in the area e.g. College proximity to airport, railway line, tram line, motorways, industrial sites etc	4	2	8	- The location of the college and the nature of the buildings generally being away from the road, reduces this risk substantially.		<i>Mr S Ismail</i>

Appendix G

Appendix H

Staff Contact List

Surname	Forename	Mobile
Aragorn	Gracia	07812110773
Assan	Sigrid	07879637524
Bell	Boudicca	07982489899
Bliss	Larry	07497 573081
Brearley	Sam	07947714118
Burles	Mike	07913323076
Bylik	Marco	07412465598
Cave	Candida	07702046744
Clare	Chania	07710549061
Clements	Ben	07940417314
Comrie	Violet	07843871230
Collinson	Mandy	07903319816
Cooper	Karine	07747829969
Eleini	Joe	07889923318
Ghosh	Joanna	07754367872
Giorgi	Consuelo	07711022172
Healy	Jonathan	07491555449
Hicks	John	07866615722
Holtom	Suzanne	07920179155
Hull	Bella	07432838390
Ince	Gabriela	07719729344
Ismail	Sarmad	07393571890
Jewison	Daniel	07708107044
Jones	Katie	07837653699
Kamal	Hina	07834907259
Keen	Natalie	07956579115
Kenny	Chris	07884410206
Kern	Steven	07740334285
Klimowski	Dominik	07949229175
Knox	Edmund	07746822860
La Falce	Luigi	07515367650
Leighton	Spike	07909864692
Lesniewska	Gabriela	07453269661
Menon	Lekha	07446151230
Merchant	Akhil	07731489933
Miarka	Katja	07877770025
Murray	Terri	07940011323
O'Donnell	Lauren	07944843864
Osborn	Andrea	07717881366
Park	Margaret	07875410317
Reiss	Bryony	07866937642
Rodaway	Adam	07454268054
Ryan	Oonagh	07852108823
Schwieters	Emmy	07950916586
Schwieters	Tobin	07773173701
Shaki	Nir	07813806016
Sharma	Meena	07939551581
Slavin	Leanne	07792447497

Soga	Bianca	07470843490
Staples	Karen	07500800164
Terioglu	Lindsey	07926139404
Theocharous	James	07806854378
Tulliver	Paula	07873753480
Wilson	Matthew	07947892794
Winby	Sophie	07850495109
Winchcombe	Craig	07968771883
Wood	Lucy	07947639712