



**City and County of Swansea • Dinas a Sir Abertawe**

# **Business Continuity Plan**

Directorate of Education

St. Joseph's Catholic Primary School Clydach

(St. Joseph's Catholic Primary School)  
(Juliet Stack)

## Document control

### Version history

Version	Status*	Author	Reason for issue	Date
0.1	Draft	Neil Thomas	First Draft	July 2015

*\* E.g. Draft, Authorised*

### Distribution list

Copy	Name	Position/Organisation	Method of issue
1			
2			
3			

## Plan Updates

It is essential that the Plan is kept up to date and it is version controlled with a clear date on front page of the plan.

If you have any suggested changes to this plan, please notify the author of the plan, whose name is on the front of the plan.

This person is also responsible for updating and issuing plans. – We suggest contact lists are reviewed every 6 months and plan must be reviewed and updated annually or following any significant change to the organisation or service.

If any changes to the service or personnel occur the plan should be updated and issued to the copy holders. The Councils version control system (footer) should be used to control version numbers and the front page of the plan must be amended to reflect version date and owner. A copy of this plan and linked Requirements and Strategy Report must be emailed to [joint\\_resilience@npt.gov.uk](mailto:joint_resilience@npt.gov.uk) annually this is an audit requirement.

This plan must be exercised annually or following any significant change to the organisation and the exercise recorded on the proforma and any improvements built back into the plan.

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## **1. Introduction**

This plan is to be used to assist in the recovery of the Education Service provided by City and County of Swansea Council, in the event of a major disruption to the service. A major service disruption is defined as a significant incident which threatens personnel, buildings or the operational structure of the service and requires special measures to be taken to restore things back to normal.

### **1.1 Aim**

The aim of the Plan is to set out the roles, responsibilities and actions to be taken by the (service team) to re-instate the service following a major disruption

### **1.2 Objectives**

The objectives of the plan are to:

- To provide for continuity of the functions essential to the service.
- To reduce the disruption of clients, employees, and services to an acceptable level.

### **1.3 Scope of the Document**

As part of the City and County of Swansea Council BCM strategy the BCM process has been applied to the Education Service. Details of the continuity strategy for the service are set out in the Methodology and Procedures document, which contains detailed information gathered from a business impact analysis, the outcomes of the impact risk analysis and evaluation of a range of recovery / risk reduction options.

This plan sets out details of the recovery measures to be taken in the event of a major disruption to the service.

### **1.4 Planning Assumptions**

A planning assumption has been made that any service disrupted by an unplanned event will achieve a 'normal service' within a maximum of one month. However this does not mean that everything will be re-instated to a level equal to that prior to disruption. Corporate ICT/Property/Human Resources support will be provided but an individual service will be expected to be self-sufficient for at least the first 5 days following a disruption

## 2. Recovery Objectives

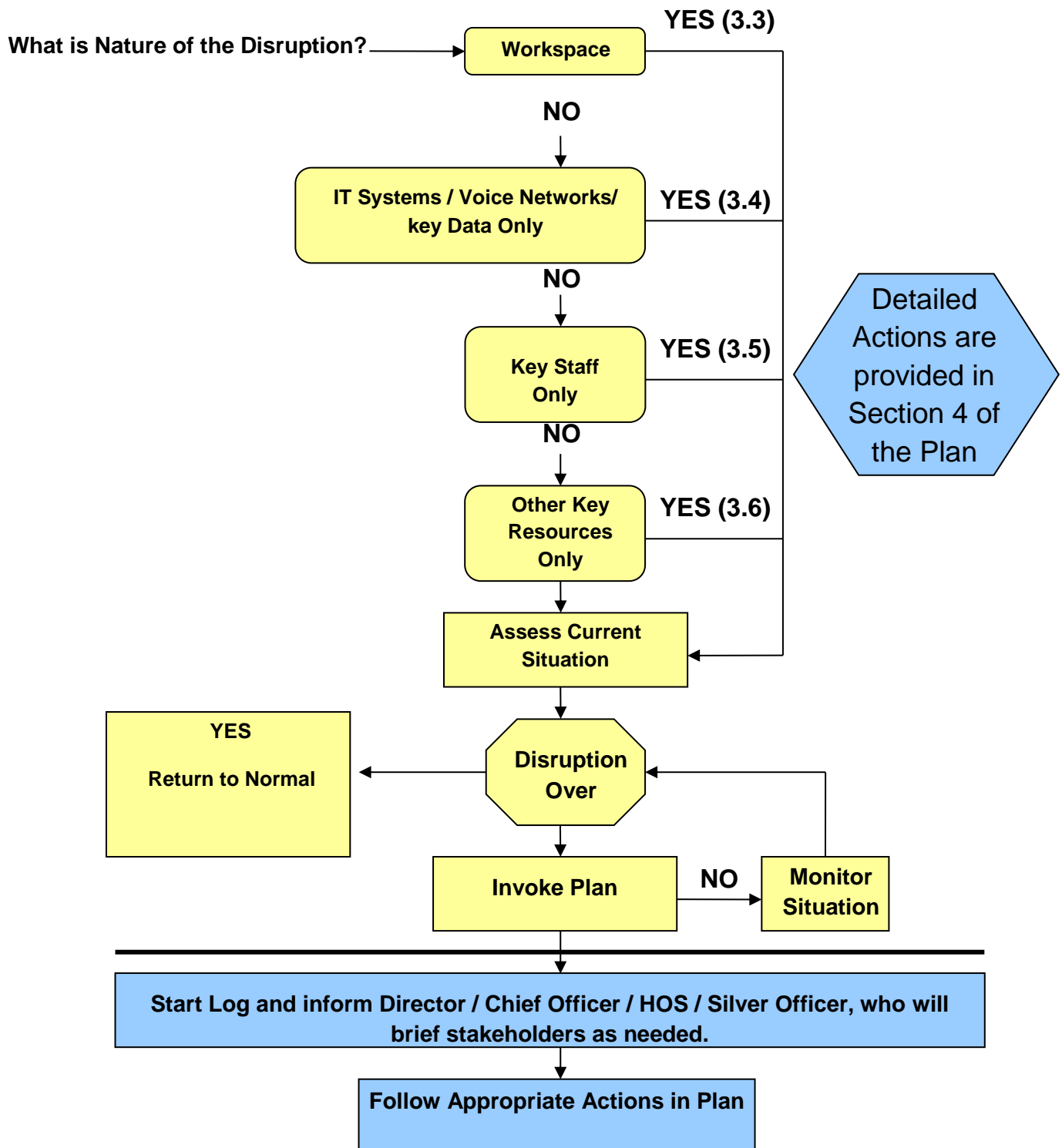
Service / activity restoration priorities have been identified against the following categories:-

PRIORITY	Services	DEFINITION
Red		Urgent Function/Service needing to be restored within: 1 hour
Amber		Important service needing to be restored within: 3 hours
Green		A service needing to be restored within: 1 working day
Black		A service which can be restored progressively after 5 working days

A summary of the resource requirements to recover the category Red & Amber priority service / activities are detailed in appendix C.

### 3. Plan Activation Procedures

#### 3.1 Plan Activation Process



### 3.2 Activation of Plan

The **Plan owner or designated officer** will be responsible for the activation of the Business Continuity Management Plan. At the point the plan is activated the Directorate, Director or Assistant Director or Chief Officer or equivalent is to be informed. All staff members will be contacted and advised of the current situation and what their role will be in the recovery phase. Key staff contact details are listed at Appendix A

***Any other action check lists should be referred to in this paragraph.***

Notification of a business interruption may originate from any source. It is envisaged however that it will come from site staff during occupation of premises, or from one of the emergency services during unoccupied periods.

The following activation sequence will normally be used when informing Council personnel of the activation of this plan:

- Standby phase
- Implement phase
- Stand Down phase

**“Standby”** will be used as an early warning of a situation which might at some later stage escalate and thus require implementation of this Plan. A “Standby” allows key officers time to think, brief staff, start a business interruption log and prepare for the deployment of resources should an “Implement” message be received. This is particularly important if an interruption occurs towards the end of office hours and staff may need to be asked to stay at work until the situation becomes clear. Resources are not normally deployed at this stage (although this will largely depend upon circumstances) and a “Stand Down” may follow this type of alert.

**“Implement”** will be used to request the immediate utilisation of Council officers and resources in activation of the plan.

**“Stand Down”** will be used to signify the phased withdrawal of any services provided due to activation of the plan. The Operation Manager or their designated officer will give the stand down order. They will also manage the return to normal working.

### 3.3 Workspace

Objective	Actions / Considerations
<b>1. Establish the current situation at the affected site / workspace</b>	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Are the Emergency Services informed / on-site?</li> <li>• Is there access to the site?</li> <li>• Are the IT systems and services still running?</li> <li>• Who else has been informed (media officer, comms, stakeholders)?</li> <li>• How potentially serious is it?</li> <li>• Are there any casualties? If so, details?</li> </ul>
<b>2. Decide whether the Business Continuity Management Plan should be invoked? The decision will be based upon the information provided consideration should be given to:</b>	<ul style="list-style-type: none"> <li>• How quickly the business will be able to re-enter the affected workspace</li> <li>• Prevailing weather conditions</li> <li>• Whether the Area is currently responding to an external incident</li> <li>• If the decision is to relocate key staff to the agreed alternative accommodation alert the site – (contact details in table below)</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal access is granted to the disrupted location.</li> </ul>
<b>3. Communicate with staff</b>	<ul style="list-style-type: none"> <li>• <b>IF EVACUATION IS NEEDED – Follow site evacuation plan taking into account staff and visitor safety.</b></li> <li>• <b>Keep staff informed at Assembly Points until a decision has been made about whether the building is likely to become available again soon. If the building will not be available, relocate identified key staff to the agreed alternative workspace and send other staff home and tell them to await instructions. Remind them to check the website for updates or their manager will contact them at an agreed time.</b></li> <li>• <b>Out of Hours - If the disruption occurs outside office hours, staff communication will be co-ordinated by the Operations Manager or their designated responsible officer.</b></li> </ul>

Alternative Accommodation	Service / Activity	Staff to be Relocated
<b>Location:</b>	St. Benedict's Church	All staff and pupils
<b>Contact Name at Location:</b>	Father Henry Nevin SDS	
<b>Contact Number:</b>	01792 842244	



### 3.4 IT Systems / Voice networks / Key data

Objective	Actions / Considerations
<b>1. Confirm the nature of the disruption</b>	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Which systems and/or services are affected</li> <li>• How potentially serious is it?</li> <li>• What is the estimated duration of the problem?</li> <li>• Who else has been informed (media officer, comms, stakeholder)?</li> </ul>
<b>2. Decide whether the Business Continuity Management Plan should be invoked.</b> <b>The decision will be based upon the information provided consideration should be given to:</b>	<ul style="list-style-type: none"> <li>• How long systems will be unavailable</li> <li>• Whether the systems affected are required to support the Time Critical / Important Business Activities</li> <li>• Whether the Area is currently responding to external incident</li> <li>• Inform staff that the Business Continuity Management Plan is being invoked <b>or</b> put staff on standby <b>or</b> invoke agreed manual systems to ensure that the service can continue to operate.</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.</li> </ul>
<b>3. Enter Specific actions or considerations if the disruption is due to non-availability of IT systems / Voice networks / key data</b>	<ul style="list-style-type: none"> <li>• <b>Inform Operations Manager or designated officer so they can brief stakeholders as needed.</b></li> <li>• <b>Some Examples of BCM solutions / strategies</b></li> <li>• <b>Instigate manual work around systems</b></li> <li>• <b>Rerouting of calls</b></li> <li>• <b>Accessing and making available critical data to key staff which has been protected</b></li> </ul>

### 3.5 Key Staff

Objectives	Actions / Considerations
<b>1. Confirm the nature of the disruption</b>	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Who and how many are affected?</li> <li>• Which systems and/or services are affected</li> <li>• How potentially serious is it?</li> <li>• What is the estimated duration of the problem?</li> <li>• Who else has been informed (Media Officer, Comms, stakeholders)?</li> </ul>
<b>2. Decide whether the Business Continuity Management Plan should be invoked.</b> <b>The decision will be based upon the information provided consideration should be given to:</b>	<ul style="list-style-type: none"> <li>• How long staff will be unavailable</li> <li>• Whether the staff are required to support the Urgent / Important Business Activities</li> <li>• Whether the Area is currently responding to external incident</li> <li>• Inform staff that the Business Continuity Management Plan is being invoked <b>or</b> put staff on standby <b>or</b> invoke agreed manual systems to ensure that the service can continue to operate.</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.</li> </ul>
<b>3. Enter Specific actions or considerations if the disruption is due to non-availability of Key Staff</b>	<p><b>Example</b></p> <ul style="list-style-type: none"> <li>• <b>Inform Operations Manager or designated officer so they can brief stakeholders as needed.</b></li> </ul> <p><b>Some Examples of BCM solutions / strategies</b></p> <ul style="list-style-type: none"> <li>• <b>Service pandemic arrangements (attach as appendix or separate plan)</b></li> <li>• <b>Change of job functions for some staff (to support the critical functions)</b></li> </ul>

### 3.6 Other Key Resources/Utilities

Objectives	Actions / Considerations
<b>1. Confirm the nature of the disruption.</b>	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Which systems and/or services are affected</li> <li>• How potentially serious is it?</li> <li>• What is the estimated duration of the problem?</li> <li>• Who else has been informed?</li> </ul>
<b>2. Decide whether the Business Continuity Management Plan should be invoked.</b> <b>The decision will be based upon the information provided consideration should be given to:</b>	<ul style="list-style-type: none"> <li>• How long resources will be unavailable</li> <li>• Whether the resources affected are required to support the Critical / Important Business Activities</li> <li>• Whether the Area is currently responding to external incident</li> <li>• Inform staff that the business Continuity Management Plan is being invoked <b>or</b> put staff on standby <b>or</b> invoke agreed manual systems to ensure that the service can continue to operate.</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.</li> </ul>
<b>3. Enter Specific actions or considerations if the disruption is due to non-availability of key resources</b>	<p><b>Example</b></p> <ul style="list-style-type: none"> <li>• Inform Operations Manager or designated officer so they can brief stakeholders as needed.</li> </ul> <p><b>Some Examples of BCM solutions / strategies</b></p> <ul style="list-style-type: none"> <li>• Arrangements to hire / borrow / purchase replacement resources from suppliers other departments or mutual aid with other Councils.</li> <li>• Protective measures for resources e.g. not having all resources at one site.</li> </ul>



## 4. Supporting Information

### 4.1 Staff Welfare

It must be recognised that a business interruption may also cause additional pressures for staff. Staff need to be given clear direction about what the priorities of the Service and the Council are, which can be achieved by having well thought out and implemented continuity strategies in place. Managers must ensure that they monitor staff more closely to ensure that their welfare is maintained (e.g. regular breaks due to increased intensity or pressure of work).

Staff should be aware of what their role is when a major disruption occurs. Clear and concise communication with staff is pivotal to having an organised response. Staff must be made aware of what communication methods are going to be used so they can find out the latest information, if they are going to be working from home or a different location than normal. If staff are to be working from a different location ensure that they know where the location is (provide a map and or directions if necessary) and they are able to get there and get access.

### 4.2 Communicating with Staff

#### During Office Hours

If the disruption occurs during office hours then staff can be communicated with via briefings from managers and electronically by the intranet and email.

#### Out of office hours

The Operations manager for the Service or their designated officer will keep staff up to date by the following methods:

- Telephoning staff and passing on essential information.
- Mobile phone Text cascade of information if appropriate.
- Emails to staff that have access to external email as appropriate.
- Face to face as appropriate.

Information may be available via the following depending on the reason for disruption;

Council web site. <http://www.swansea.gov.uk/>

Or via the Councils Twitter account. @swanseacouncil

Staff must be given the opportunity to feedback any comments they may have after the response phase and the service has returned to normal. This may be in the form of a structured debrief or more informally.

Managers who suspect that staff have suffered undue stress or even trauma from the business disruption must consider providing assistance for those staff that have been affected. This can be accessed by contacting the Councils Occupational Health Officer or the Joint Resilience Unit.

### **4.3 Media / Public Information**

In the event of a major disruption to the Education Service the Councils Communications Officer must be contacted to inform them of what has happened and the estimated length of the disruption and possible impacts of the disruption.

All staff should be made aware that any enquiries from the media must be directed to the Councils Media Officer.

It is important to keep the public informed of a major disruption to the service and this can be done by informing Security, the Councils Internet Site, or face to face at remote locations.

Pre-prepared messages (Any messages or prepared statements informing the public of what actions are being taken due to the disruption or what the public need to do or where they can go to access services).

## **5. Plan Maintenance Procedures**

The author of the plan is responsible for reviewing contact lists every 6 months and plan must be reviewed annually or following an incident. Ultimately the plan owner is responsible for ensuring the plan is up to date and exercised and all audit requirements have been met.

### **5.1 Plan validation (exercises) / Training Schedule**

Resilience Co-ordinators, plan Owners and Plan authors are responsible for training and exercising this plan. Ensure all staff undertake Awareness training to make sure they know what to do and who will be involved.

- Discussion or Seminar exercise, this probably the cheapest to run and the easiest to prepare for. It is usually a 'talk through' of the plan and can be used as a tool to raise awareness. It is commonly used as a training aid.
- Table Top, an effective but efficient way of testing plans, procedures and people. It requires modest commitment in terms of time, cost and resources. It can be an excellent opportunity to interact with and understand the roles and responsibilities of the other agencies taking part. Staff can get to know realistic key procedures along with the people with whom they may be working in an emergency.
- Control Post Exercise, which focuses upon the communication, decision making and information sharing aspects of the plan. The exercise is run using the existing co-ordination or control centres of an organisation and all exercise activities are carried out at these locations. This type of exercise has a scenario with injects such as telephone calls from the public, media and partner agencies, emails and internal messages introduced to the players at pre-determined times designed to test responses.

- Live Play, an expensive option but one that will test plans and staff to the limit. Exercising in real time with credible scenarios will provide excellent opportunities to identify weaknesses and gaps in the plan and its procedures. In certain sectors, such as COMAH, these types of exercises are regulated by legislation and must be conducted according to very specific standards to maintain certifications and operational compliance
- Modular Exercises, selecting varying parts of the plan and exercising at different times using a variety of seminar, table top, control post and live exercises. This form of exercising although more time consuming, more administrative can be spread over time, focus upon specific issues and groups and be more cost effective.

## Appendix A

### STAFF Contact Names & Numbers

To be updated 6 monthly and stored securely.

*A list of staff contact details (Out of hours) is to be completed and maintained by (the responsible person named in this plan)*

(Education) Contact Details Template

Name	Job Title	Office	Mobile	Home
Juliet Stack	Head teacher		07971920898	01792 470038
Ann Jones	ALNCO		07719666112	01792 580151
Maureen Houston	Secretary		07427882803	01792 869773
Jonathan Reed	Teacher		07812252318	01792 587758
Mary Mort	TLR (assistant DH teacher)		07854812131	01639 778530
Clair James	TLR		07889561973	01792 869471
Elizabeth Brannigan	Teacher		07475081894	01792 845756
Rhian Weaver	Teacher		07816243905	
Marie Brougham	TA		07989881671	01792 864666
Stacey Hardy	TA		07975546321	01792 934252
Dionne Williams	TA		07929355625	
Paraic Maddock	TA		07748970882	01792 844097
Diane Mc Gillycuddy	TA		07929355625	



Catherine Hinder	TA		07792167038	01792 845862
Julie Walker	TA		07972929894	
Hayley Rowden Cooper	TA		0773128216	
Joanne Davies	TA		07896882127	01792 520007
Charlotte Thompson	Teacher		07487645071	

## Appendix B

### Suppliers, Contractors and other key contact details.

*A list of contact details (Out of hours) is to be completed and maintained by plan owner.*

	Product service Provided	Supplier Name, Address and key contact Details, Contract Manager, Telephone / fax and E-mail address (as appropriate)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		

## Appendix C

Resource requirements for resumption delivery of **RED** and **AMBER** services / activities. (Refer to BIA)(One for each identified Red and Amber activity)

Service or activity: XXXXXXXXXXXXXXXX	Education
Staff:	
Agreed Accommodation	Location:  Contact Name: Contact Number:
Systems (IT & IS):	
Hard Data:	
Other Resources:	

## Appendix D

## Emergency Log Sheet

[illegible]