

Portal House School

School Emergency Management and

Business Continuity Plan

School Address	Sea Street St Margaret's at Cliffe Dover Kent CT15 6SS
School Contact Number	01304 853033

Plan Administration	
Version number	Ten
Date of issue	October 2025
Electronic copies of this plan are available from	The School Office
Hard copies of this plan are available from	The School Office, Headteacher, Assistant Headteacher, Chair of Governors
Location of emergency grab bag(s)	The School Office 1 The Staff Room 2
Date of next review	October 2026
Person responsible for review	Mrs R Bradley Headteacher

Plan Distribution		
Name	Role	Issue Date
R Bradley	Headteacher	October 2025
D Hill	Assistant Headteacher	October 2025
R Kennett	Office Manager	October 2025
J Doble	Site Manager	October 2025
T Sherling	Chair of Governors	October 2025

CONTENTS

Page 3	Section 1	Introduction
	1.1	Aims and Objectives
	1.2	Scope of the Plan
Page 4	Section 2	Activation Triggers and Initial Action
Page 5 – 6	Section 3	Contact Details
	3.1	School Emergency Management Team
	3.2	Local Authority
	3.3	Stakeholders and Extended Services
	3.4	Other School Staff
	3.5	Other Organisations
Page 7	Section 4	Local Authority Support Network
Page 8 - 11	Section 5	Roles and Responsibilities
	4.1	Headteacher
	4.2	Deputy Headteacher
	4.3	Office Manager/Secretary
	4.4	Site Manager/Caretaker
Page 12	Section 6	Business Continuity
	6.1	Purpose of the Business Continuity Phase
	6.2	Critical Function Analysis and Recovery Resources
Page 13 - 15	6.2.1	Strategies for Continuity of Services
Page 16	Section 7	Recovery and Resumption
	7.1	Purpose of the Recovery and Resumption Phase
	7.2	Recovery and Resumption Actions
Page 17	Appendix 1	Sample Log Sheet
Page 18	Appendix 2	Site Information
Page 19	Appendix 3	Evacuation
Page 20	Appendix 4	Rest Centre

SECTION 1 – INTRODUCTION

1.1 Aims and Objectives

To provide a flexible response to an emergency or disruptive incident so that Portal House School can:

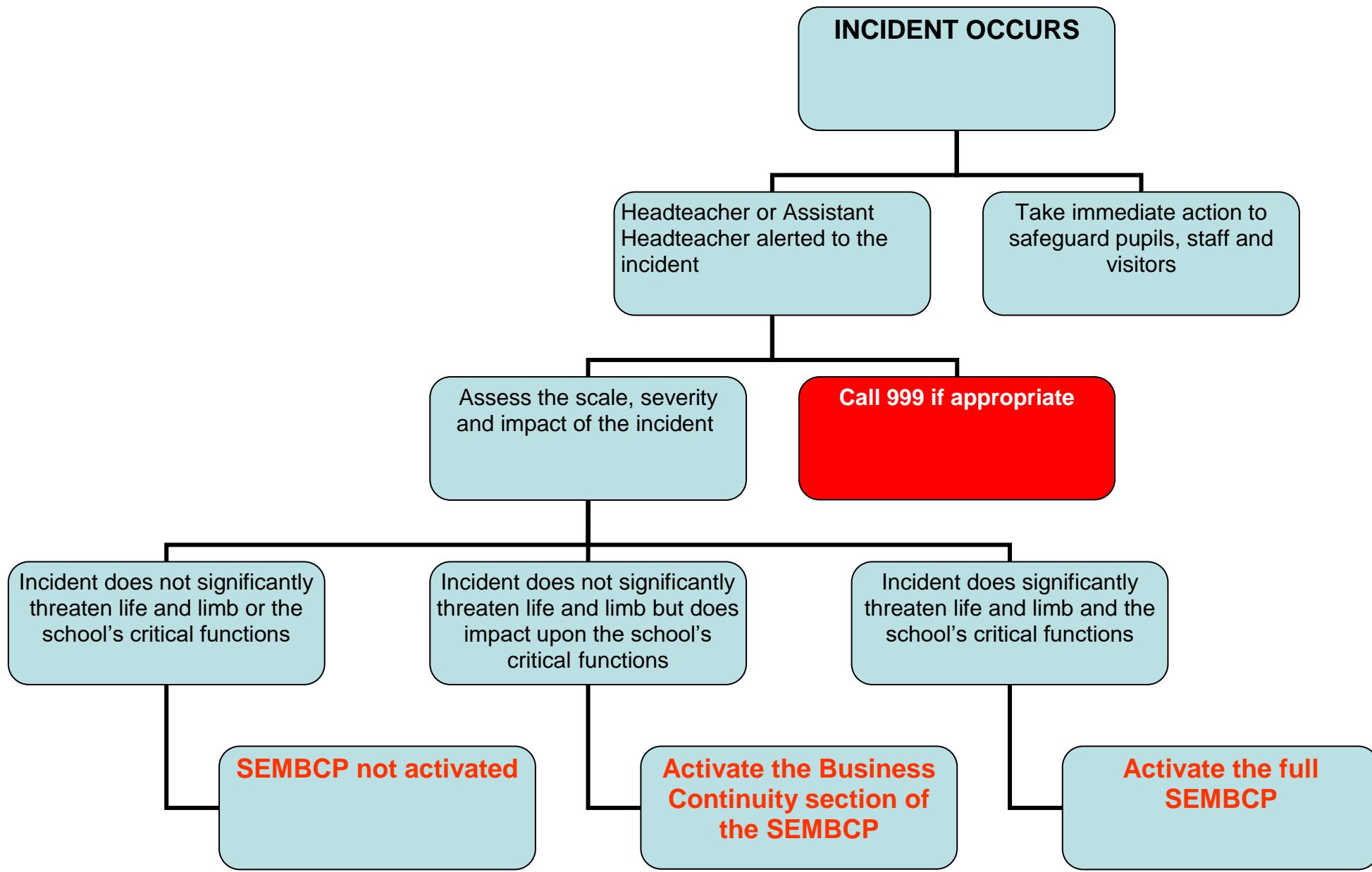
- minimise the impact of an emergency or major incident,
- ensure that the emergency incident is communicated quickly and clearly to supporting agencies and partners, enabling support arrangements to be rapidly activated,
- maintain high standards of welfare and duty of care arrangements for pupils, staff and carers,
- ensure that decision making and actions during the emergency situation are properly recorded,
- to minimise educational and administrative disruption within a school,
- to facilitate the return to normal working arrangements at the earliest time.

1.2 Scope of the Plan

This plan is designed to allow schools to cope in a wide range of emergencies, including those occurring:

- within the school during the school day,
- to the school outside of school hours,
- on school trips and journeys,
- to pupils on the way to or from school,
- from events immediately outside the school gates,
- from events that adversely affect an area wider than the school itself.

SECTION 2 – ACTIVATION TRIGGERS AND INITIAL ACTION



SECTION 3 – CONTACT DETAILS

3.1 School Emergency Management Team			
Name & Title	24hr Telephone Contact	Email	Address
Headteacher		Headteacher@portal-house.kent.sch.uk	
Assistant Head		Dean.hill@portal-house.kent.sch.uk	
Office Manager		Rachel.Kennett@portal-house.kent.sch.uk	
Site Manager		Jake.Doble@portal-house.kent.sch.uk	
Chair of Governors		Tricia.Sherling@portal-house.kent.sch.uk	

3.2 Local Authority			
Name & Title	24hr Telephone Contact	Email	Address
Assistant Director (South Kent)	03000414989	David.adams@kent.gov.uk	Kroner House Eurogate Business Park Ashford TN24 8XU
Duty Emergency Planning Officer		emergency.planning@kent.gov.uk	County Emergency Centre, 4 th Floor, Invicta House, Maidstone.
Contact Centre	03000412309	Lee Round Organisation Officer	Kroner House Eurogate Business Park Ashford TN24 8XU
Director for Education and SEND	03000415197	Christine McInnes	Sessions House, Maidstone

3.3 Stakeholders and Extended Services

Name & Title	24hr Telephone Contact	Email	Address
Social services out of hours	03000411111 03000419191		

3.4 Other School Staff

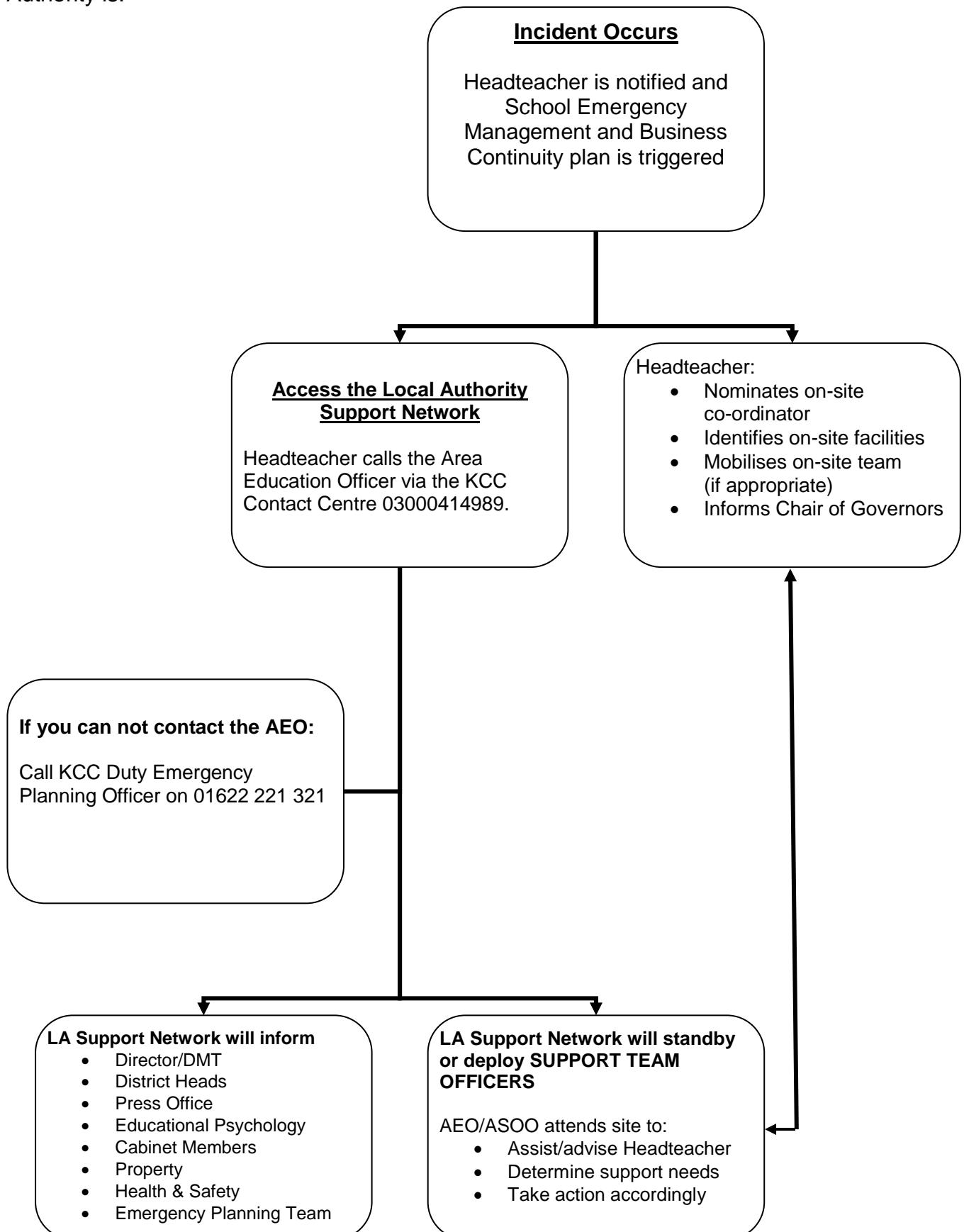
Name & Title	24hr Telephone Contact	Email	Address

3.5 Other Organisations

Name & Title	24hr Telephone Contact	Email	Address
Schools Personnel HR Connect	01622 947755		
Kent Police	01622 690690/101		

SECTION 4 – LOCAL AUTHORITY SUPPORT NETWORK

In the event of a school related emergency the proposed arrangement with the Local Authority is:



SECTION 5 – ROLES AND RESPONSIBILITIES

The following checklist is provided to assist the School Emergency Management Team to carry out their roles and responsibilities once the SEMBCP has been activated. These checklists are a general guide, further actions may be required that are specific to the incident as it occurs.

4.1 Headteacher

Action	Completed by	Time
Activate the School Emergency Management Team.		
Commence a log of all action and decisions (see Appendix 1).		
Ensure safety/welfare of pupils and all adults in the care of the school.		
Identify any vulnerable pupils or adults needing specific support.		
Activate the Local Authority Support Network.		
Decide whether to keep pupils in classrooms and safe areas or consider evacuation (see Appendix 3).		
Consider activating school closure arrangements.		
Ensure that the SEMT are effectively carrying out their designated roles and responsibilities.		
Ensure that the school emergency grab bag has been collected.		
Liaise with the emergency services.		
Keep staff informed of the situation.		
Ensure Chair of Governors is kept informed of the situation and the response arrangements.		
Prepare information and advice to parents.		
Call meetings of the SEMT as required and ensure that the SEMT and LA receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

4.2 Assistant Headteacher

Action	Completed by	Time
In the absence of the Headteacher adopt their roles and responsibilities.		
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SEMT.		
Obtain as much information as possible from the Headteacher about the situation.		
Commence a log of all action and decisions.		
Lead arrangements to ensure safety/welfare of pupils and all adults in the care of the school.		
Lead and direct all school staff to support decisions taken by the Headteacher.		
Seek advice from the Headteacher on whether to keep pupils in classrooms and safe areas or consider evacuation.		
If directed by the Headteacher – make arrangements for the evacuation of the school to designated evacuation points or back up location.		
If directed by the Headteacher – make arrangements to activate closure arrangements.		
Keep staff informed.		
Assist the Headteacher in providing consistent advice/information to parents.		
Attend meetings of the SEMT as required, and ensure that you receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

4.3 Office Manager

Action	Completed by	Time
Obtain as much information as possible from the Headteacher and/or Assistant Headteacher about the situation.		
Commence a log of all actions and decisions.		
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SEMT.		
Support the Headteacher and/or Assistant Headteacher in contacting all members of the SEMT and request they carry out their roles and responsibilities as described in the SEMBCP.		
Advise the Headteacher and/or Assistant Headteacher if any member of the SEMT is unavailable and cannot carry out their roles and responsibilities.		
Ensure copies of the SEMBCP are available for the SEMT.		
Ensure that pupil records and registers are available.		
Ensure that pupil medical records are available.		
Highlight to SEMT any pupils that may need specific support.		
Ensure that parental/carer records and contact numbers are available.		
Ensure that staff records and contact details are available.		
Ensure that the visitor and pupil signing in/out book is available.		
Lead the office staff in assisting the SEMT with information needs and the emergency response.		
Assist the Headteacher and/or Assistant Headteacher in providing consistent advice/information to parents.		
Where possible cancel any planned visitors to the school.		
Advise service providers of the interruption to the normal arrangement for provision of goods/services to the school (catering/transport etc).		
Attend meetings of the SEMT as required, and ensure that you receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

4.4 Site Manager/Caretaker

Action	Completed by	Time
Obtain as much information as possible from the office manager/secretary about the situation.		
Commence a log of all actions and decisions.		
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SEMT.		
Ensure that emergency services are able to access the incident quickly and without obstruction.		
Ensure all building and gate keys are available.		
If required <ul style="list-style-type: none">• Immobilise the gas supply, electricity or water supply (see Appendix 2).		
If required assist with evacuation.		
Where possible assist with ensuring the security of the school site.		
Attend meetings of the SEMT as required, and ensure that you receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

4.5 Chair of Governors

Action	Completed by	Time
Ensure that all staff are aware that you are carrying out your designated roles and responsibilities as a member of the SEMT.		
Obtain as much information as possible from the Headteacher and/or Deputy Headteacher about the situation.		
Commence log of all actions and decisions.		
Assist the Headteacher and/or Assistant Headteacher in providing consistent advice/information to parents.		
Attend meetings of the SEMT as required, and ensure that you receive regular situation updates.		
Consider business continuity arrangements to assist the school in delivering critical functions to a minimum service level and making a speedy return to normal functions.		

SECTION 6 – BUSINESS CONTINUITY

6.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical functions are resumed as quickly as possible and/or continue to be delivered during any disruption. This may involve activating 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' functions may need to be suspended at this time.

6.2 Critical Function Analysis and Recovery Resources

6.2.1 Strategies for Continuity of Services

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. Key contacts, details of arrangements, checklists)
a.	Use of temporary staff e.g. Supply Teachers, Office Staff etc.	Part-time staff could be asked to work additional hours/days (Teachers and T.A's)
b.	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.	Staff are already up-skilled to cover in an event.
c.	Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> • Larger class sizes. • 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. 	Combine classes. Cover teacher to cover for absent Teachers. Pupil Subject TAs to cover for absent staff in respective areas. Use of pre-planned lesson resources. Packs available on school network for all subjects.
d.	Using mutual support agreements with other Schools: emergency secondments.	Flexible arrangements with other Special Schools
e.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc.	S.M.T fully briefed to cover in an emergency.
f.	As a last resort, providing a child-minding (rather than educational) service using the above volunteers and remaining staff (to less impact on local and wider economy).	Use of all staff to support the care, welfare and education of all students in an emergency.

	Arrangements to manage loss of technology / communication / data / power	Further Information (e.g. Key contacts, details of arrangements, checklists)
a.	Back-ups of key school data e.g. CD or Memory Stick back-ups, photocopies stored on and off site, mirrored servers etc.	EIS remote back-up service in place for the Curriculum and Office Servers every night.
b.	Reverting to paper-based systems e.g. paper registers, whiteboards etc.	Paper registers and resources are available in the school.
c.	Flexible lesson plans.	Available on site for all subjects.
d.	Emergency generator e.g. Uninterruptible Power Supply (UPS).	KCC would supply if necessary.
e.	Contact the utility company responsible or appropriate repair contractor.	Finance Office or Site manager responsibility
f.	Emergency lighting.	Yes already available.
	Arrangements to manage denial of access to your premises or loss of utilities	Further Information (e.g. Key contacts, details of arrangements, checklists)
a.	Using mutual support agreements with other Schools.	In place with the Primary School and Goldwyn Special School.
b.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, Colleges, University premises.	St Margaret's Primary School
c.	Virtual Learning Environment opportunities.	School website guides students to the appropriate learning opportunities.
d.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the school premises portfolio.	Site Management Plan agreed by S.M.T
e.	Off-site activities e.g. swimming, physical activities, school trips.	Staff who take pupils off-site keep in contact via mobile phones and two way radios.
f.	Stagger lessons across break times and lunch to maximise use of available space, and extend the school day to expand the time available in classrooms.	Timetable adjustments to maximise use of available space. Staggered start to different Key stages is possible.

	Arrangements to mitigate the loss of key suppliers, third parties or partners	Further Information (e.g. Key contacts, details of arrangements, checklists)
a.	Pre-identified alternative suppliers.	As agreed by various Managers.
b.	Ensuring all external providers have business continuity plans in place as part of contract terms.	Checked by finance Manager.
c.	Insurance cover.	KCC Safe Hands Zurich Policy
d.	Using mutual support agreements with other schools.	St Margaret's Primary School, St Margaret's. Goldwyn Special School Ashford.

SECTION 7 – RECOVERY AND RESUMPTION

7.1 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 school 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.

7.2 Recovery and Resumption Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (<i>tick/cross as appropriate</i>)
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 School Emergency 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 SEMBCP is no longer in effect. The website will be updated to inform staff and Parents/Carers of the return to ‘business as usual’ The LA and other parties will be contacted by email and telephone.	<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 learnt.	The incident de-brief report should be reviewed by all members of the School Emergency Management 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 school.	<input type="checkbox"/>
5.	Review this SEMBCP in light of lessons learnt from incident and the response to it.	Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan are read by all members of the SEMT.	<input type="checkbox"/>

APPENDIX 1. SAMPLE LOG SHEET

APPENDIX 2 - SITE INFORMATION

Utility Supplies	Location	Notes/instructions
Gas	Meter box, kitchen, rear door	
Water	Main School gate	
Electricity	Meter box, kitchen, rear door	
Heating	Plant room	

Internal Hazards	Location	Notes/instructions
Asbestos	None	Report in Reception
Chemical Store (s)	Science Lab Store room	Science Lab

Pre-designated areas	Location	Notes/instructions
SEMT briefing area	Headteacher's Office	
Media briefing area	Conference Room	

APPENDIX 3 - EVACUATION

Signals

Signal for fire evacuation	Fire Alarm
Signal for bomb evacuation	Word of mouth
Signal for all-clear	Word of mouth

Assembly points - fire evacuation

Fire evacuation assembly point A	Playground
Fire evacuation assembly point B	School Field

Assembly points - bomb evacuation

Bomb evacuation assembly point A	Playground
Bomb evacuation assembly point B	School Field

If the school has been evacuated and pupils are not able to return to school (or go home) it may be possible to relocate temporarily to another building (e.g. buddy school).

Pre-identified buddy school / place of safety / rest centre

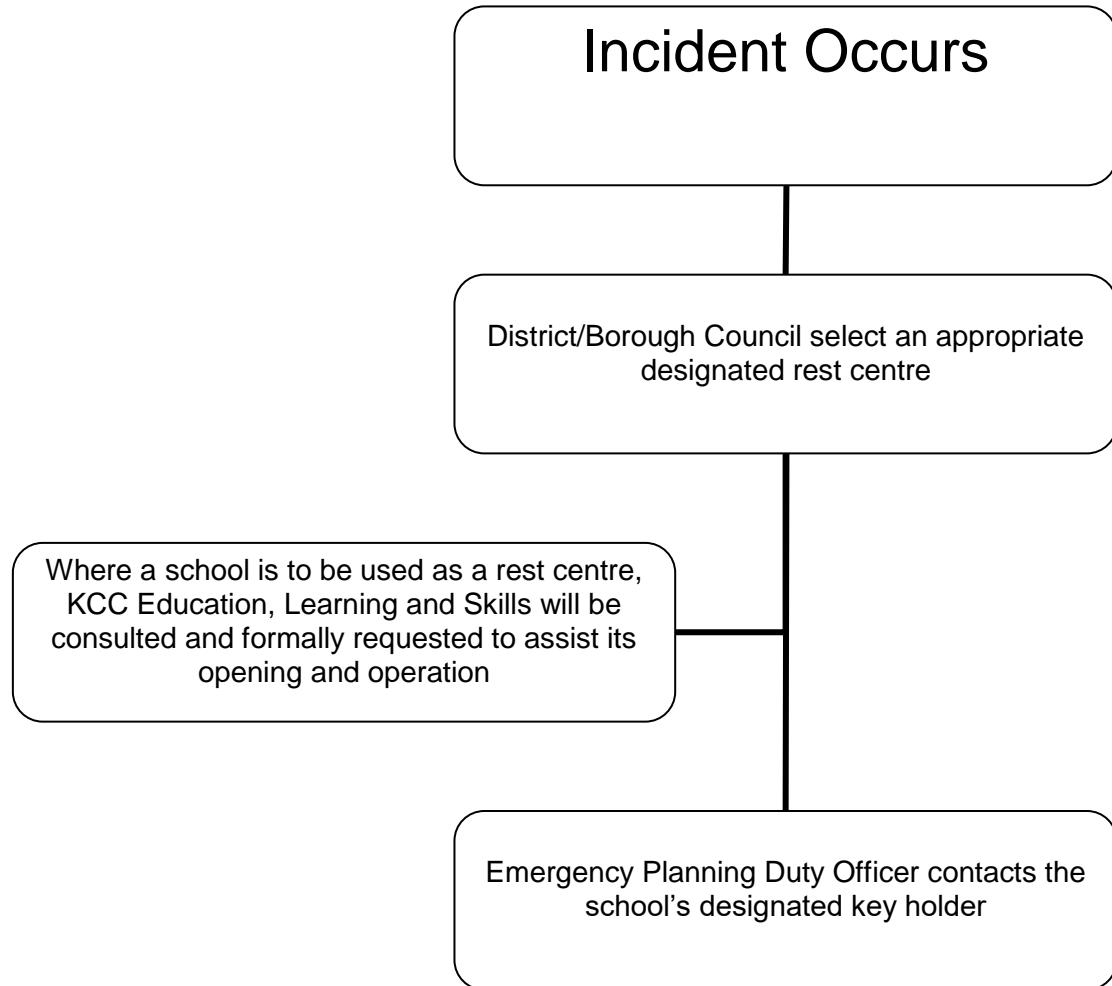
Name of premise	St Margaret's Primary School
Type of premise	Primary School
Contact name and details of key holder(s)	Headteacher
Address	Sea Street, St Margaret's-at-Cliffe, Dover CT15 6SS
Directions / map	Walk across the playground to the neighbouring school
Est. travel time (walking, with pupils)	1 minute
Est. travel time (by coach, with pupils)	N/A
Capacity (inc. sleeping)	100
Facilities / resources	School hall, toilets and canteen.
Notes	

School Closure	www.kentclosures.co.uk
Email	headteacher@portal-house.kent.sch.uk
Password	

APPENDIX 4 – REST CENTRE

Portal House School is a designated rest centre.

Activation arrangements



Key Holders – Contact Details

Name & Title	24hr Telephone Contact	Email	Address
Mrs R Bradley		headteacher@portal-house.kent.sch.uk	
Mr J Doble		Jake.doble@portal-house.kent.sch.uk	
Mr D Hill		Dean.hill@portal-house.kent.sch.uk	