



Godalming College

Major Incident Recovery Plan

Summary version (excluding personal contact numbers)

Revision 8 (December 2016) – updated contact details for staff and contractors
Removal of January exams from key risks
Addition of Lockdown procedure

In the event of an incident please refer immediately to the Major Incident Action Plan set out in Appendix B Page 9.

For contact details of Major Incident Recovery Team, other key staff, governors and other useful contacts see Appendix A, Page 7.

For Snow Procedure see Appendix C, Page 11.

For Lockdown Procedure see Appendix D, Page 14.

Godalming College Major Incident Recovery Plan

Purpose of Plan

The Major Incident Recovery Plan has been prepared to set down procedures that will need to be followed should a disaster or major incident occur that has a significant impact on the ability of the College to provide staff and buildings for the normal delivery of teaching and learning and associated support functions. Procedures within the Plan will enable the College to function normally within the shortest possible time after any incident.

Key Objectives

The key objectives of the Plan are to:

- Ensure the safety of College students and staff and visitors to College premises.
- Minimise the impact of a major incident that may occur on or off-site
- Ensure that appropriate communication links are maintained throughout the duration of the recovery period.
- Ensure the effective, timely and efficient recovery of key processes.
- Link with the recovery plans of others affected by the incident, especially Waverley Borough Council and Surrey County Council if Civil Emergency measures are instigated.

Responsibility for Invoking the Plan

The Major Incident Recovery Plan may be invoked by the Principal or any member of the Senior Management Team.

Statement of Intent and Support by Senior Management

The Corporation and Senior Management appreciate their responsibility to their staff and students and any visitors to the premises in terms of Health and Safety and intend the functioning of the Plan to mitigate any possible injury or stress by laying down clear lines of communication and action by specified staff.

The College Premises and Plans

The Plan covers the main campus situated at Tuesley Lane Godalming GU7 1RS and the Sports Pitches at Ashstead Lane.

A plans of the site showing key buildings and fire evacuation routes is attached at Appendix E. Detailed plans are held by the Estates Manager (Room 125A). The Director of Services also has a set of key plans.

Circumstances which may be deemed to constitute a Major Incident

A major incident is any physical event which significantly and immediately affects the ability of the College to function normally. Examples of possible incidents include fire, explosion, flooding, loss of electric power, loss of heating or other plant failure and loss of IT data due to power failure or malicious attack. Also incidents affecting College staff or students such as heavy snow and other severe weather conditions, serious crime on site, major traffic disruption affecting road or rail links, flu pandemics or other significant illness issues. The Plan also covers the steps to be followed in the event of a security incident occurring such as an unauthorised person/persons on site with a weapon or using threatening or other behaviour that could cause harm or distress to students, staff or others on site. This is contained in 'Lockdown procedure' – see Appendix D.

Insurance and Insured Sums

The College has comprehensive insurance to cover the costs of immediate remedial action in the event of disaster or major incident and the increased costs of providing any temporary arrangements during the recovery period. The costs of recovery such as rebuilding and repair costs are also covered by insurance. The Director of Services (or Finance Manager in his absence) will contact the Insurance Brokers.

Log of Events

It is important that a log of events is opened as soon as the Major Incident Recovery Plan is invoked. This will form part of the audit trail that will assist with follow-up investigations, insurance claims, media briefings etc. The 'comment' column of the Incident Action Plan may be used to inform the log.

Communications (see also Incident Action Plan)

In the event of an incident occurring it is of vital importance that clear lines of communication are in place. In the initial stages of the incident communications will be handled by the person who invoked the Major Incident Recovery Plan. Subsequently the College Press and Marketing Manager will play a key role in broadcasting information via the web site, local radio stations and other sections of 'the Media'.

The Director of Services (or the Estates Manager in his absence) will act as the key contact with the Emergency Services and the emergency planning staff at Waverley Borough Council and Surrey County Council.

If the College is not in session the normal cascade arrangements via the Estates staff will apply. Immediate contact must be made with the Principal, Director of

Services, or other member of the Senior Management Team (**see contact details attached at Appendix A**). The person contacted will contact other staff as appropriate. The Chairman of the Corporation, other Governors and the Clerk will be contacted and briefed by the Principal, Director of Services or other member of the Senior Management Team.

The Head of ILT Services will arrange for an appropriate message about the incident to be placed on the main College switchboard so that it can be heard by those calling the College on 01483 423526. If the switchboard is inaccessible or not operable appropriate arrangements will be made with the College telecoms providers for a message to be placed on the line. Appropriate arrangements will be made to ensure communication with students, parents, staff and others who have been affected by the incident or may become affected.

Major Incident Recovery Team

The team will comprise of the Principal, Director of Services, Assistant Principals, Marketing Manager and Head of ILT Services as core members. Other staff will be included depending on the nature on the incident.

Incident Control Room

A room to manage and direct operations in connection with the incident will be set up. The location of the room will depend on the nature of the incident and the accessibility of College buildings.

If members of the Major Incident Recovery Team are unable to travel to College communications will be handled remotely by telephone and email.

Accommodation

The Major Incident Recovery Team under the direction of the Principal and with the assistance of the College Insurers will work to hire on-site or rent off-site any necessary accommodation. A site survey has been carried out by Portakabin Ltd and a plan is in place for providing up to 3000m² of modular temporary units with services (equivalent to the size of the Main Building) either on the student car park or playing fields or a combination.

IT Infrastructure

Arrangements are in place to manage and protect the College IT infrastructure (see below)

Risks to College Data and Systems

RISK ANALYSIS

		Level	Impact			Safeguards
			Low	Medium	High	
1.	System failure: Server failure	Medium	✓			RAID technology and service redundancy. Comprehensive backups
	Failure of key network components	Medium			✓	Support contract in place including break/fix. Industry standard configuration.
2.	Power failure	High		✓		Protected power supply Comprehensive backups Generator
3.	Virus attack	High			✓	Up to date antivirus software Comprehensive backups
4.	Malicious attack	Low			✓	User restrictions Password protection Secure locations Comprehensive backups
5.	Fire	Low		✓		Standard Server infrastructure Backups in College safe
6.	Flood	Low		✓		Standard Server infrastructure Backups in College safe

Loss of College data can result from

- System failures
- Virus attack
- Malicious attack
- System damage due to fire, flood or electrical failure (e.g. power cut or lightning)

Minimising the Risk

System failures

All College servers (i.e.: the computers which hold the data) are based on RAID technology with multiple hard drives which constantly mirror each other. This means that if one hard drive fails another will immediately take over. A failed hard drive can be replaced without the need to shut the system down

and without loss of data. In addition, all student work (home directories and e-mail) and other mission-critical data is held on multiple redundant storage devices which are designed to remain fully operational with several component failures to enable on-line repairs.

Every week a full copy of the college's data is automatically written to tape. This tape is kept for two weeks before being overwritten. This conforms to the grandfather-father-son model which is recommended practice. At month end the last weekly tape is placed in the Finance department fire safe. This guarantees that in the event of a major catastrophe we would, at least, have access to a full data set from the end of the last month. This would be a worst case scenario, only occurring if the backup tape-drives fail.

In addition to tape, the College operates a dedicated disk-based backup device onto which periodic snapshots are taken in order to facilitate rapid restoration of critical services should a major component fail. The College uses server virtualisation technology to build redundancy into server resources in order that in the event of a single server failure, the service can be moved to another physical server with no impact on users.

The configuration of the network switching infrastructure is held by a company with whom we have a contract to monitor and maintain essential service. All servers are under warranty.

Virus attack

The college network is protected by the latest anti-virus software which is normally updated weekly and daily when new viruses are discovered by the supplier. The process is automated and can operate with no user-input.

Malicious attack

All systems are password protected which provides differentiated access to files, systems and data according to role within the College, and each member of staff and student has their own username and password. Only a small number of staff have full access to the network outside College hours. Staff and students can access online resources from home which negates the need to gain access to files within the network – these systems use recognised security policies and procedures. The College servers are in locked rooms which are not part of the College's master-key system.

Fire or flood

Fire or flood is unlikely to affect more than one building and data copies are held in different buildings – backup systems are kept separately from the main server infrastructure. The College is protected by lightning conductors.

Power failure

Servers have a protected battery power supply so will not lose power during power cuts of up to ten minutes (most power cuts are momentary). For longer power cuts, servers can be shut down in a controlled manner while on battery

power. A diesel generator has been installed to maintain power to the servers for the College website, Staff and Student Portal and other key applications, including the Applications System and the On-line Payments System.

Data Recovery

Due to the diverse range and high capacity of systems operated at the College, it is difficult to predict how long it would take to restore full service following a major disaster or incident. However, replacement servers and switching systems can be sourced within two working days, which would enable the process to restore data to begin quickly.

Service restoration after major disaster or total loss would take place in an agreed and predefined order. Critical services needed to facilitate disaster recovery administration should be restored first; these are the telephone system, e-mail and the academic database system. This will enable contact with students and enable early planning of college recovery. Telephony will be made available, initially with limited capacity, to enable disaster recovery to proceed whilst other IT systems are restored. Telephony should be available within two days of a disaster, mobile phones could be used during this phase. Restoration of CIS and e-mail will require three servers and once these are sourced, application and data installation could take up to five days. During this phase a temporary e-mail account could be used. A copy of the College's internet identity system (Domain Name System, e.g. website address, but not the website itself) is held by JANeT.

Restoration of data to the academic system and e-mail archives depends on having valid backup tapes available, monthly tapes are kept in the Accounts department fire-safe. Weekly and daily tapes exist in the backup tape drive housed in room 926. If the tape drive is destroyed we would have to obtain replacement equipment and use the last monthly tape. This would restore all systems to the state they were at the end of the last month.

Godalming online and other systems would be rebuilt and restored in this order: Staff applications, public facing services, student services, workstations. A limited number of workstations would be made available for staff before this phase. The duration of this phase will depend on the extent of the disaster and would rely on the availability of equipment and suitable space, cabling and power.

To summarise

Restoration from a complete, total disaster could take up to 60 days of building, power and hardware being made available to the IT department. The highest-impact disaster would be one which destroyed the server room, the servers and data. Plans for recovery of such a disaster would include a suitable space to house servers, building of these servers with suitable racking, installation of power supplies and network infrastructures including external internet connectivity. Due to the developing nature of the College's IT systems, the capacity and capability of the infrastructure is constantly being enhanced. Disaster Recovery capability is integral to that development process.

APPENDIX A

KEY CONTACT DETAILS (core members of Major Incident Recovery Team in **bold**)

Name	College Direct Line	Mobile
Emma Young	01483 411 207	
Dean Wyles	01483 411 238	
Carol Horlock	01483 411 305	
Martin McCarthy	01483 411 211	
Chris Hayward	01483 411 210	
Shaneel Shajpal	01483 411 212	
Keith Van Gelder	01483 411 322	
Joe Yeadon	01483 411 270	

Directors of Faculty

Olly Stevens	01483 411 257	
Bev Whitlock	01483 411 273	

Estates Staff

John Erasmus	01483 411 224	
Nick Harris	01483 411 254	
Christopher Keegan	01483 411 254	
Dale Shearer	01483 411 247	
John Richardson	01483 411 247	
College Mobile (0630-1830)		0783 314300

Admin Staff

Sharon Harmon	01483 411 208	
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Corporation

Brenda Jenner (Chairman)	01483 420445	
Di Elliott (Clerk)	01483 411 263 (normally Mondays only)	

Radio Stations

BBC Southern Counties Radio	01483 734312
Eagle Radio	01483 300964
Delta Radio	01420 473473
Surrey Advertiser (On-line service)	01483 508915

Insurers (Zurich) Policy No. NHE-17CB13-0013

richard.kirkham@uk.zurich.com	01252 387057	
zahara.azam@uk.zurich.com	01252 387057	

Police (non-emergency)	101	
ADT Alarm Centre	0844 800 1999	
Waverley Borough Council Emergency Planning Officer	01483 523333	
Surrey County Council Emergency Planning Officer	03456 009 009	
St Hilary's School	01483 416551	
Gas (TRANSCO)	0800 111 999	
Electricity	0845 770 8090	
Water	0845 9200 800	
Telephone System Via Joe Yeadon or Keith Van Gelder	See page 7 above	
Telephone Lines (BT Lines) Focus4U	0845 450 5225 24 hour service	
KEY CONTRACTORS	TELEPHONE	MOBILE
Portakabin Ltd Guildford Hire Centre		
MEA, Project Managers/Surveyors, Lower Eashing		
Baudelaire Ltd Electrical Contractors		
Caterlink Ltd		
YBC Cleaning Ltd		
Commercial Grounds Care		
Safeguard/Farnham Coaches Farnham Bus	01252 724010 (9am – 5.30 pm)	07803 452989 (24 hour)
AMK Chauffeur Drive Petersfield Bus	01428 751675 (6.30am – 5.30pm)	07764 271465
Waverley Hopper		
External Hirings:		
Godalming Badminton Club – Sports Hall - Mon, Wed, Fri evenings		
Witley Badminton Club – Sports Hall – Tue evenings		
Waverley Vipers Netball – Mon, Tue, Wed evenings (Term Time)		
Fetcham Cannons Basketball Club – Sports Hall – Thurs eves		
Bodyzone – Pilates – Tue evenings (Term Time)		
External hirings – locking/unlocking		

APPENDIX B

Major Incident Action Plan

The following is a general action plan. The actions necessary will depend on the seriousness and nature of the incident.

Action	Responsible (Deputy)	Comment & Time
Assess need to: <ul style="list-style-type: none"> evacuate buildings switch off electrical power call emergency services cordon off affected area(s) protect & secure buildings & IT systems (in consultation with IT staff) 	Estates Manager (Estates or Security Team)	
Contact emergency services	College in Session: Reception Staff (Admin Team) College not in Session: Estates Manager (Estates or Security Team)	
If College not in session contact and instruct the Major Incident Recovery Team	Principal (Member of SMT)	
Invoke the Major Incident Recovery Plan	Principal (Member of SMT)	
Open log of events	Principal (Member of SMT)	
Establish work place for Major Incident Recovery Team	Principal (Member of SMT)	
Assess impact on the College operations and especially the teaching timetable & implement accordingly	Assistant Principal (Curriculum) (Directors of Faculty)	
Contact, inform and seek advice and assistance from the College Insurance Brokers – salvage, claims, etc	Director of Services (Finance Manager)	
Contact Civil Emergency Planning Officers at Waverley BC & Surrey CC	Director of Services (Principal or other member of SMT) See page 7 for contact details	
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Communications: <ul style="list-style-type: none"> Contact local radio stations & other forms of ‘the Media’, as appropriate, to broadcast information (provide updates as necessary) Put message on Main switchboard (update as necessary) 	Marketing Manager (Principal or other member of SMT) Head of ILT Services (Network Manager)	

<ul style="list-style-type: none"> • Put message on website (update as necessary) • Print notices & arrange display • Inform the Chairman of the Corporation and the Clerk • Contact and inform other members of the Corporation 	Marketing Manager (Head of ILT Services) Principal or other member of SMT Principal, Clerk and Chairman of the Corporation	
Contact and inform all staff if necessary. Also catering, cleaning, grounds maintenance & other contractors.	Major Incident Recovery Team, DoF's and Curriculum Managers Estates Manager (Director of Services)	
Contact external hirers of Sports Hall and Rachel Enticknap (re: locking up)	Director of Services (Estates Manager)	
Arrange for commissioning of temporary accommodation	Director of Services (Estates Manager) with assistance from the Major Incident Recovery Team and College Insurers	
Commence salvage operations (in line with advice received from insurers)	Estates Manager (Director of Services)	
Arrange for reinstatement of data systems	Head of ILT Services (Network Manager)	

APPENDIX C

Supplement to Major Incident Recovery Plan

Procedure to be followed in the event of Snow

Aim

The purpose of this procedure is to highlight the steps to be taken in:

1. Deciding whether to close the College in the event of snow.

2. Informing staff, students, parents, key contractors (catering, cleaning) and others about the closure and any related information such as travel arrangements or parking.
3. Informing students about arrangements for accessing work via the portal.

Step 1

Monitor weather forecast (Director of Services + SMT) and alert staff and students in advance (if possible).

Information and link to forecast to go on Godalming Online (Head of ILT Services or other member of ILT Services).

Prepare phone message (Night Service 2) (Head of Admin or other member of Team).

Step 2

Before 6.00 am – Estates Manager, and/or staff volunteers acting as ‘snow spotters’ to check local roads and assist in providing information that will be used in deciding whether or not the College should open.

6.00 am

Director of Services (Principal) to:

- Ring Estates Manager to assess weather conditions and likelihood of contractor arriving on site to clear snow and carry out gritting.
- Assess position and contact Principal (as appropriate) who will make decision regarding closure or otherwise and agree message for website/Godalming Online/Facebook/Twitter.

Step 3

Director of Services (Principal) to send cascade text to SMT, Head of ILT Services, Liz Cross, Network Manager, Marketing Manager, Estates Manager and Head of Admin with message to go on website, Godalming Online, Facebook, Twitter. **Aim to have message in place not later than 6.30 am.**

Operators of College Bus Services to check College website for position. Operators will handle any enquiries direct from bus users. Catering and Cleaning contractors and hirers of sports hall and other facilities to check website for position. If time ring College bus operators to confirm position:

Step 4

Director of Services (Principal) to contact Estates Manager (or other member of Estates Team acting in his absence) to advise of position and to discuss arrangements for clearing/gritting site as well as arrangements to switch on Night Service 2 (with pre-prepared snow message). If snow arrived unexpectedly and no message available Estates Manager (or other member of Estates Team acting in his absence) to come in to set message. Message to be in place **by 7.30 am.**

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Step 5

Director of Services (Principal) to contact “Snow line” at Eagle Radio Station to advise of closure.

Step 7

Estates Manager (or other member of Estates Team acting in his absence) to travel to campus (if possible) to monitor conditions on site and to inform any staff, students or others arriving on site of position regarding closure (or otherwise). Signs to be put up as necessary at entrances etc.

Step 8

Principal and Assistant Principals to discuss arrangements with Directors of Faculty and Heads of Department for setting work for students (via Godalming Online or otherwise).

Step 9

SMT and Estates Manager to monitor situation and provide relevant updates to website and Godalming-on-Line in liaison with Head of ILT Services (or other ILT staff). Also to determine and communicate position regarding re-opening (including travel and parking arrangements). All staff and students to check emails and Godalming Online for updates on the latest position as regularly as possible. Anyone without internet access should make other arrangements to keep in touch as appropriate.

Step 10

During closure staff who live locally may be asked to come in to College to offer assistance (may include answering phone calls and telephone messages, supervising/assisting students who may be on site or who may have travel problems getting home). In the event that no member of SMT can get to site College activities will be organised amongst those who are here with the Estates Manager (or other member of the Estates Team acting in his absence) taking the lead on any snow clearance, safety or security issues.

Step 11

If College is open but staff or students are **unable** to get here due to transport difficulties they should contact:

Students – email attendance@godalming.ac.uk or ring 01483 423526

Staff – email Personnel@godalming.ac.uk or ring 01483 411293

If Personnel staff are unable to get to College a member of the Admin Team will check for messages and prepare the absence report.

APPENDIX C1**Snow Clearance Schedule**

This schedule identifies the normal order of priority to be applied to clearing the campus in the event of snow. It will be subject to modification in the light of the amount of snow that has fallen and the time available for clearance. This will be affected by the time taken for contractor to reach the College and any changes that may occur in weather conditions whilst clearance is taking place.

PRIORITY A

- Main driveway and footway
- Circle around front car park and access to front doors
- Pathways to and between buildings

Aim to remove snow on pathways to minimum width of 1 metre before applying grit/salt.

PRIORITY B

- Clear piazza, especially decking area
- Clear snow in front car park and apply grit/salt to spaces as much as possible
- Clear perimeter access road around main student car park so far as possible then access roads crossing car park.

PRIORITY C

- Clear snow and apply grit/salt to rear driveway and then parking bays as possible
- Clear Student car park and overflow where possible
- Clear remaining areas

Responsibility – College and Students/Staff/Others

The College has a duty of care to ensure that it has taken all reasonable steps to:

- Communicate with students and staff (as well as contractors and others) about the conditions on site to enable them to make decisions on how they should travel and the footwear and clothing that would be most suitable for the conditions.
- Ensure safe access onto and around the campus. Priority will be given to access on foot and if necessary access by vehicles will be restricted to those areas that are considered safe. This may mean that the student car park and rear staff car park remain locked until satisfactory clearance and treatment becomes possible.

Students and staff and others using the site have a personal responsibility to:

- check for messages about closure of the College due to snow and likely conditions on campus prior to setting out on their journey to College
- to ensure that they use a mode of transport and wear footwear/clothing that is appropriate in the conditions
- to drive and walk in a manner that shows regard for their personal safety and the safety of others
- follow safety and other guidance about conditions on the campus
- act with caution and use common sense at all times when using the campus

APPENDIX D

Lockdown Procedure

Information for staff in the event of an intruder(s) with weapons or using threatening or other behaviour :

If YOU become aware on any event which you think may require a lock down and have **not seen or heard any alert**, implement the **RUN, HIDE, TELL** protocol:

1. **RUN** - if you judge it safe to do so, telling others as appropriate to do so.
2. **HIDE** - if you judge that it's not safe or appropriate to RUN (i.e go into lock down).
3. **TELL** – contact Reception – dialling 0 from any landline or 01483 423526 from your mobile to give information about the attacker(s) or to ask for advice. If not already done they will alert the Police and Estates/Security staff & SMT. If Reception is closed you will need to contact one of the Security Officers or the Police direct.

IF THE COLLEGE declares an emergency then a decision may be taken to evacuate all or part of the College to a place of safety (which may not be the normal fire evacuation areas). Messages are likely to be made by Estates/Security staff, Fire Marshalls or others. In some circumstances (such as the report of an explosive device) it may not be possible to use telephones or VHF radios.

If a lock down alert is issued or you or others decide to implement one:

- Keep students in your classroom/other area and if possible move any students nearby in corridors into your classroom/area.
- Lock the door or barricade if unable to lock. Close windows and blinds and keep down below window height and away from full glazed areas.
- Keep everyone quiet and as calm as you can under the circumstances so as to avoid attracting attention.
- Mobile phones should be turned to silent to avoid attracting attention. Students should be instructed to avoid using mobile phones as this may block essential communication or could publicise their location putting everyone at risk or could trigger an explosive device.
- Stay where you are until instructed by a senior member of staff or a member of the Estates/Security team. Follow the instructions that may be given by the emergency services (remember that they may not be able to distinguish you from an intruder so may treat you firmly or question you). Be cautious also of anyone acting suspiciously as they could be an imposter.

Ongoing communications and arrangements will be managed in accordance with the Major Incident Recovery Plan.

APPENDIX E

Fire Evacuation Routes

