

Safa Vision

At SCS we aim to enable our learners to have success for today and to be prepared for tomorrow.

نحن في مدرسة الصفا كوميونيتي نسعى الى تأهيل طلابنا للنجاح اليوم وتحضيرهم لمواجهة المستقبل

SCS Business Continuity Plan 2026 - 2027

Date Reviewed	March 2026
Plan Owner	Leanne Fridd
Plan Writer	Leanne Fridd
Date of Review	April 2027

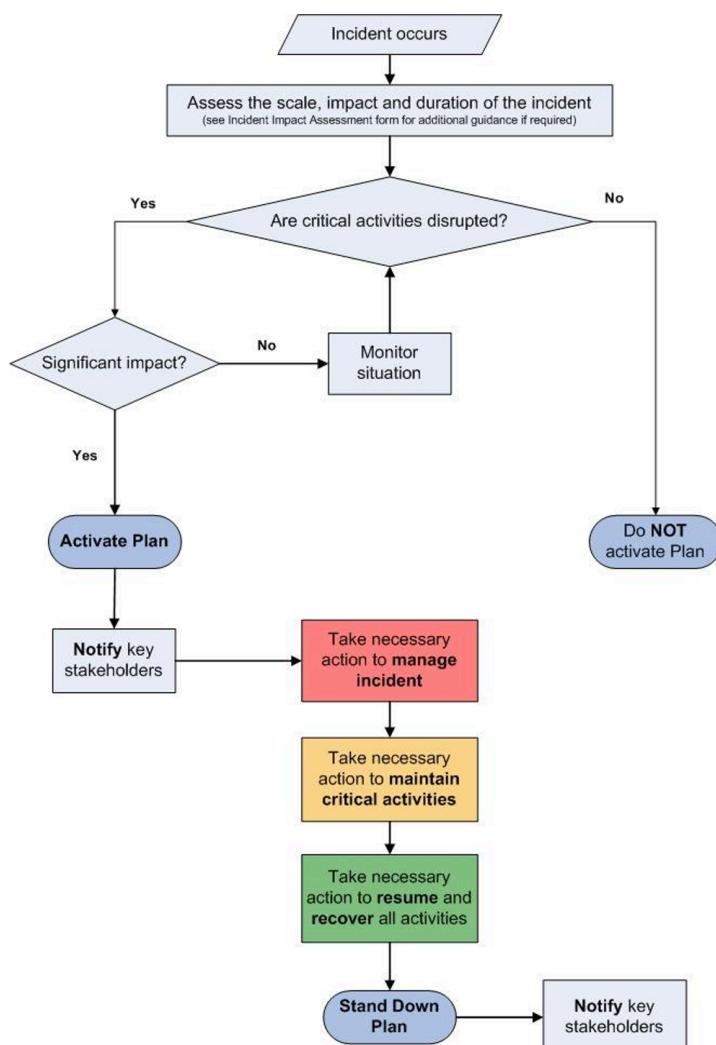
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1.0 Plan Purpose and Scope	
Purpose	To provide a structured framework for Safa Community School to respond effectively to incidents or disruptions, safeguard pupils and staff, maintain critical educational operations, and ensure the rapid recovery of normal school functions.
Plan Scope	The following departments /sites are in scope of this plan: Safa Community School
Links to other plans and procedures	The business continuity plan may be activated in the event of a highly significant disruption impacting on one/a number of schools. Examples could include major ICT outage, pandemics, industrial action, natural disasters, terrorist attack, regional conflict etc. In the event of a serious emergency, the School's Emergency Response arrangements may be activated alongside the schools corporate business continuity plan to enable the delivery of local authority civil protection duties.

2.0 Plan Activation		
Circumstances	This plan will be activated to manage the response to any incident causing significant disruption to normal service delivery, particularly the delivery of key/time critical activities. Plan activation may include: Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties or people leaving the organisation. Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption or third party supplier disruption. Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency where emergency service cordon would prevent access for a period of time, utilities failure. You may also require the activation of continuity arrangements in the event of an office move. Loss of a key resource such as external supplier or partner vital to the delivery of a key service or activity. Regional conflict, military escalation, or national security emergencies affecting the UAE or neighbouring countries.	
Authority for Plan Activation	Leanne Fridd - Principal Mike Davies - Vice Principal Jack Luukas - Head of Primary Emmet Glackin - Head of Secondary Louay Khatib - Governor Sameer Merchant - Governor	
Notification	Who?	Why?
	Principal and Supported by Emergency Response Team	Take the decision on whether the Business Continuity Plan should be activated and direct resources. The Principal will normally be the 'Plan Owner.' See section 1.3 for more detail on plan activation.
	Board of Governors	Responsible for strategic decisions in the response of significant incidents.

	National Emergency Crisis and Disaster Management Authority	Provide critical incident support through the help desk, including coordination of key teams and resources to aid response.
	Corporate communications and press office.	Support to develop your media strategy in the event of an incident that has the potential to attract negative media coverage or cause significant reputational damage to the school.
	KHDA/DHA/Government of Dubai	Direct the school's response to significant incidents affecting the ability of your school to continue its services.
	Corporate Risk and Resilience Team	In the event of a major business continuity incident, the team will be available to offer practice advice and support the school's management team.
	Stakeholders/Partners	If the incident is causing significant disruption, an appropriate message should be released to stakeholders/partners detailing: What is causing the disruption and the impact Action being taken to respond to the incident Estimated length of the disruption and return to business as usual.

2.1 Plan Activation Process



3.0 Incident Management		
3.1 Incident Management Phase		If the disruption is not a 'no notice' emergency, section 4.0 will be of more relevance to you.
Purpose	Protect the safety and welfare of staff, visitors and the public. Protect vital assets e.g. equipment, data and reputation. Ensure urgent and necessary communication takes place. Support the business continuity phase. Support the recovery and resumption phase.	

	Requirement	Action	Action Done (check box accordingly)	By who?
1	Make a quick initial assessment: Survey the scene/situation Assess the impact on pupils and staff. Assess (scale/severity, duration and impact) Disseminate information (to others) Call the Emergency Services if needed Evacuate the school building if necessary.	Gather and share information to facilitate decision-making and enhance the response. <i>A full impact assessment form can be found in Schools Business Continuity Plan Guidance.</i>		ERT (Emergency Response Team)
2	Nominate individuals to carry out Incident Management Roles, as appropriate	Information on roles and responsibilities can be found in <i>Schools Business Continuity Plan Guidance.</i>		
3	Ensure a log of key decisions and actions is started and maintained throughout the incident.	The log template can be found in <i>Schools Business Continuity Plan Guidance.</i>		
4	Where appropriate, record names and details of any staff or pupils that may have been injured or affected by the incident as part of your incident record keeping.	The information should be held securely as it may be required by Emergency Services or other agencies during and following the incident.		
5	Log details of all items lost by pupils, staff, visitors etc as a result of the incident, if appropriate.	The log template can be found in <i>Schools Business Continuity Plan Guidance</i>		
6	Assess the key priorities for the remainder of the working day and take relevant action	Consider actions to ensure the health, safety and well-being of pupils, staff and the wider 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.		
7	Log all expenditure incurred as a result of the incident and seek advice/inform your Insurance Company/Corporate Insurance and Claims Team.	Record all costs incurred as a result of responding to the incident. The Financial Expenditure Log can be found in <i>schools Business Continuity Plan Guidance</i>		

8	Consider your communications strategy to ensure staff and pupils are kept informed about what is required of them. If the incident is taking place outside of normal working hours, staff may need to be contacted to advise of any alterations to normal working arrangements for the next day.	All staff members' emergency contact details should be held securely electronically as well as in hard copy as part of our plan. Ensure parents/carers contact details are also available.		
9	Ensure recording processes are in place for staff/pupils leaving the site.	Ensure the safety of staff and pupils before they leave the site and identify suitable risk control measures as required.		

4.0 Business Continuity

4.1 Business Continuity Phase

Purpose	To ensure that 'critical activities' are resumed as quickly as possible and/or continue to be delivered during disruption. To activate one or more of your business continuity strategies to enable alternative ways of working. To make best use of potentially limited resources by suspending 'non critical' activities.
Time Critical Service Functions	The outcome of the Business impact analysis has been to identify the following service activities as time critical/urgent:

	Requirement	Action	Action Done (check box accordingly)	By Who?
1	Take time to understand and evaluate the impact of the incident on 'business as usual' activities by communicating with key stakeholders to gather information. It may be useful to refer back to your Business Impact Analysis to review recovery time objectives and resource requirements for your most critical activities.	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.		ERT (Emergency Response Team)
2	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (see section 5.3 for your pre identified strategies)	Consider: Immediate and outgoing priorities. Communication strategies. Resource Availability. Deployment of resources. Roles and Responsibilities. Finance. Monitoring the situation. Reporting. Stakeholder engagement. Any welfare issues. Planning the recovery of non critical activities.		
3	Identify any other stakeholders who may be required 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. Refer to your key contacts list in the School Business Continuity Plan Guidance.		
4	Log all decisions and actions, including what you decide not to do and include your decision making rationale.	The log of events, decisions and actions can be found in the schools business continuity plan guidance.		
6	Deliver appropriate communication actions as required.	Ensure methods of communication and messages are developed as appropriate to your needs of your key stakeholders e.g. Pupils, Staff, Partners/Carers, Governors, suppliers, Local Authority, Central Government agencies.		

4.2 Business Continuity Strategies

Purpose	To document alternative ways of working designed to maintain your critical activities in the event of a disruption. To ensure alternative ways of working have been agreed, tested and fit for purpose.
Circumstances when business continuity strategies may be activated.	Whatever the cause of disruption, the impacts will generally be one or more of the below categories: Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties, people leaving the organisation etc. Loss of critical systems, e.g. ICT network disruption, telephony outage, power outage, utilities disruption, third party supplier disruption etc. Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency service cordon would prevent access for a period of time, utilities failure etc. You may also require the activation of continuity arrangements in the event of a move. Loss of a key resource such as an external supplier or partner vital to the delivery of a key activity.

Tactical Options to Mitigate Against a loss of premises		Additional Information
1	Identification of alternative locations designated as the agreed 'work area recovery site'. You will need to consider transport requirements and accessibility for these identified premises. You may need to have multiple places agreed for your work area recovery if you have large premises and these different options will need to be documented. You may find it helpful to categorise available sites according to the following: 1. Cold sites - has no equipment/furniture/computer systems set up but can be re-fitted in the event it is needed. This obviously means it takes longer to make 'fit for purpose' following the incident. 2. Warm sites - usually these sites will have hardware and connectivity already established though may take some time to be fit for purpose. 3. hot sites - is essentially a duplicate of the original site, with full computer systems as well as near complete backup of user data, but may not match the capacity of the original date.	

2	Creating an emergency 'grab bag' that contains essential information and equipment needed for both incident management and business continuity, and should be stored in a secure plan on and off site.	All essential information is kept in the Principal's safe.
3	Mutual support agreements with schools where there is capacity for schools to accommodate each other in the event of an incident.	Parent School Contract
4	Virtual learning environment opportunities.	Implement Distance Learning Immediately. <i>Please refer to the policy.</i>
5	Localising the incident e.g. isolating the problem and utilising different sites or areas within the school premises portfolio.	
6	Off site activities e.g. physical activities, school trips.	
Tactical options to mitigate against loss of critical ICT systems (including telephony)		
1	Flexible lesson plans.	
2	Use of a secure external network, virtualised network or secure cloud that can be accessed via the internet to allow extra backup and protection for your files.	
3	Manual workarounds: ensure there is a record of where pre-printed forms etc are stored and that there are procedure guides to inform their use where necessary.	
4	Access systems via the internet outside of your network for secure, cloud based applications.	
5	Ensure that anyone who requires ICT to undertake critical activities has the ability to work from home where possible and appropriate. Ensure that critical equipment is taken home where practical and possible and consider procuring mobile equipment for these users.	
6	Using different ways of working. This could include: changing work patterns, suspending 'non critical' activities to focus on your priorities and assist the recovery of critical systems in the first instance with a phased approach for all other ICT 'non critical' activities.	
Tactical options to mitigate against a loss of staff or skills		
1	Use of temporary staff (teaching/non teaching)	Specialist Staff to be used in classrooms.
2	Multi-skilling/cross training to ensure staff can undertake different roles and responsibilities. This could involve identifying deputies/job shadowing/staff undertaking temporary additional duties.	Professional Develop Leadership Structure
3	Using different ways of working to allow for a reduced workforce. This could include: Use of pre-prepared educational materials that allow for independent learning team activities and sports to accommodate larger numbers of pupils at once larger class sizes (subject to relevant ratios). Virtual learning environment opportunities.	Distance Learning Staff (Chronic staff members) working from home.
4	Suspending non critical activities to focus on your priorities.	
5	Using mutual support agreements with other schools to focus on your priorities.	
6	Ensuring that the business continuity aspects of staff management are considered in all management arrangements, e.g. managing attendance, job descriptions, contractual requirements etc.	
Tactical options to mitigate against a loss of a key supplier, third party or partner agency.		

1	Pre identified alternative suppliers	
2	Ensuring all external providers have a Business Continuity Plan in place and you understand the impact to their plan on the delivery of your critical activities in the event of an incident.	
3	Insurance cover	
4	Using mutual support agreements with other schools.	
5	Using alternative ways of working to mitigate the loss, e.g. suspending activities.	

4.3 Additional Provisions: War, Armed Conflict or Regional Security Crisis

Safa Community School recognises that regional geopolitical risks may impact school operations and has established procedures to ensure the safety of pupils and continuity of education during such events.

To ensure Safa Community School can maintain the safety of pupils and staff, preserve critical operations, and respond effectively in the event of regional armed conflict, military escalation, or national security crisis affecting the UAE or neighbouring regions.

Possible Triggers	• Armed conflict affecting the UAE or neighbouring countries. • Government-issued emergency directives or security alerts. • Airspace closure or disruption to transport routes. • Missile or drone alerts issued by Civil Defence. • Significant expatriate staff departures due to regional instability. • Supply chain disruptions impacting essential school operations.
Immediate Safety Measures - <i>The Principal/Vice Principal, in consultation with the Emergency Response Team, will determine whether to activate remote learning, campus closure, or additional safety measures in line with government guidance.</i>	• Follow all guidance issued by UAE Civil Defence, KHDA, and government authorities. • Activate the Emergency Response Team (ERT) immediately. • Conduct a rapid risk assessment regarding: ○ Campus safety ○ Transportation risks ○ Local security advisories • Implement lockdown or shelter-in-place procedures if directed by authorities. • Ensure communication systems are operational for rapid messaging to staff and parents.
Communication Strategy	• Issue timely updates to staff, parents, and governors explaining: ○ The nature of the situation ○ Safety measures being implemented ○ Any operational changes • All communications must align with official UAE government guidance. • Avoid sharing unverified information or speculation.
Continuity of Education	If physical attendance becomes unsafe or restricted: • Activate full Distance Learning immediately using the school's Virtual Learning Environment.

	• Ensure teachers have remote access to all teaching platforms and materials. • Implement flexible scheduling to accommodate international time zones if staff relocate temporarily.
Staff Contingency Measures	• Maintain a list of staff able to teach remotely. • Identify essential staff required on-site versus those able to work remotely. • Prepare contingency staffing plans if staff leave the country unexpectedly. • Provide staff wellbeing support and counselling if required.
Campus Operations	• Ensure emergency supplies are maintained (first aid, water, communication devices). • Secure critical IT systems and student data. • Maintain contact with facilities management to monitor building safety. • Review safety of school transport routes and suspend transport services if required. • Communicate transport arrangements or cancellations clearly to parents.
Parent and Student Welfare	• Provide reassurance through regular updates. • Ensure safeguarding procedures remain active during remote learning. • Provide guidance for families on maintaining student wellbeing during crisis situations.
Coordination with Authorities	The school will work closely with: • KHDA • UAE National Emergency Crisis and Disaster Management Authority • Local Civil Defence and Police • Embassy contacts where appropriate
Recovery and Resumption	When the situation stabilises: • Conduct a phased return to on-site learning if appropriate. • Review the incident response and update the Business Continuity Plan accordingly. • Provide pastoral and mental health support for students and staff affected by the crisis.
Additional Strategic Measures	
Evacuation and Expatriate Staff Departure Planning	In the event that international staff or families leave the UAE due to regional instability: • Maintain an updated register of staff nationality and emergency contact details. • Ensure HR maintains current visa and passport records securely. • Identify critical roles that must remain operational and ensure deputies are identified.

	• Enable remote teaching for staff who temporarily relocate abroad where possible. • Develop contingency recruitment plans or short-term staffing arrangements if staff departures significantly impact teaching capacity.
Airspace Closure or Travel Disruption	In the event that regional conflict leads to airspace closure or severe travel disruption: • Activate remote learning if students or staff are unable to travel safely. • Provide flexibility for staff and students stranded abroad or unable to return to the UAE. • Ensure digital access to learning platforms from outside the UAE where required. • Maintain communication with KHDA regarding operational status and compliance requirements. • Review school calendar, examinations, and assessment timelines if disruption is prolonged. • Review examination schedules and coordinate with examination boards if travel disruption impacts assessments.
Missile or Air Raid Alert Procedures During School Hours (Shelter in Place) - <i>In the event of a missile alert, air raid siren, or Civil Defence warning issued during school hours, Safa Community School will follow guidance issued by UAE Civil Defence and the National Emergency Crisis and Disaster Management Authority.</i>	
Immediate Actions - Shelter in Place	• The Emergency Response Team (ERT) will immediately assess official government alerts and determine appropriate safety procedures. • Staff will calmly direct pupils to remain indoors and move to the nearest safe internal area away from windows and external doors where possible. • All external activities including PE lessons, playground use, and sports activities will cease immediately and pupils will be escorted indoors. • School gates will remain secured and visitor access temporarily restricted.
Classroom Safety Procedures	• Teachers will ensure all students remain calm and seated away from windows. • Curtains or blinds should be closed where available. • Attendance registers should be checked to ensure all students are accounted for. • Students should remain supervised at all times until the all-clear is issued.
Communication	• The Principal or delegated senior leader will communicate updates to staff through a sound speaker system. • Parents will be informed if there is any impact on school operations or dismissal arrangements. • All communications will align with official government guidance and verified information sources.

Stand Down Once the official all-clear is issued by relevant authorities:	• Normal school operations will resume where safe to do so. • The Emergency Response Team will review the situation and determine whether additional communication to parents or adjustments to the school day are required. • A brief incident record will be logged as part of the school's emergency response documentation.
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The school may conduct periodic scenario planning or tabletop exercises with the Emergency Response Team to ensure readiness for regional security incidents.

5.0 Recovery and Resumption	
5.0 Recovery and resumption phase	
Purpose	To return to 'business as usual' as quickly as possible To ensure any non-critical activities suspended as part of your business continuity response are recovered within appropriate timescales. Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building on a longer term basis. The school leadership team will review lessons learned from the incident and update policies, risk assessments, and emergency procedures where necessary to strengthen future resilience.

	Requirement	Action	Action Done	Who
1	Agree and plan the actions required to enable recovery and resumption of normal working practices.	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.		ERT (Emergency Response Team)
2	Continue to record all expenditure incurred as a result of the incident.	Use the financial expenditure log to record any expenditure which can be found in the Schools Business Continuity Plan Guidance.		
3	Respond to any ongoing and long term support needs of Staff and Pupils.	Depending on the nature of the incident, the Schools Emergency Response Team may need to consider the use of health services, for example counselling.		
4	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.		
5	Carry out a 'debrief' of the incident with Staff and suppliers/partners if appropriate. Complete a post incident report to document opportunities for improvement and any lessons identified.	The incident debrief report should be reviewed by all members of the schools emergency response team to ensure that key actions resulting from the incident are implemented within designated timescales.		
6	Review this business continuity plan	Implement recommendations		

	in light of lessons learned from the incident and the consequent response to it.	for improvement and update this Plan.		
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