Business Continuity Plan

Version 2
March 2022

St Ralph Sherwin
Catholic Multi Academy Trust

One of four Catholic Multi Academy Trusts in the Diocese of Nottingham

Document Provenance

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1. Introduction and Purpose

    1.1. The intention of this policy is to ensure that the Trust has in place a robust business continuity plan that includes clear details about how to respond to disruptive and critical incidents, ensure the safety of pupils, staff and visitors and that processes enable the recovery and return to business of the Trust

2. Objectives

2.1. The objectives of this policy are:
- ✦ To provide a flexible response so that the Trust and/or any academy is equipped to respond to a disruptive incident (Incident Management)
- ✦ To enable the Trust to maintain delivery of critical activities during an incident (Business Continuity)
- ✦ To enable the Trust to return to 'business as usual' (Resumption and Recovery) ✦ To keep pupils', staff and visitors safe.

3. Scope

3.1. This policy applies to St Ralph Sherwin Catholic Multi Academy Trust (the Trust), and all constituent academies.

3.2. The policy covers:
- ✦ Curriculum, teaching and learning
- ✦ Support Services
- ✦ Finance and Administration
- ✦ Activities taking place on or off Trust/Academy premises, both during and outside of term time.

4. Legislation and Regulation

4.1. This policy is written in accordance with requirements set out in ESFA Academy Trust Handbook.

4.2. This policy should be read I conjunction with the following policies and documents:
- ✦ Individual academy Fire and Evacuation Procedures, including Lock Down
- ✦ Individual academy Trips and Visits Policy
- ✦ Individual academy Examinations Contingency Plans
- ✦ Individual academy ICT Disaster Recovery Plans
- ✦ Individual academy closure protocols
- ✦ Crisis Communications Strategy
- ✦ Risk Management Framework and Policy

5. Policy details

5.1. This Plan will be activated in response to an incident causing significant disruption to The Trust and/or one of its academies requiring immediate responsive action beyond that which could reasonably expected during the day-to-day running of the Trust/academy.

5.2. These will be critical or disastrous incidents and may include:
- ✦ Death of a child, staff member, governor or Director
- ✦ Serious accident involving children and/or staff, on or off the premises.
- ✦ A violent intrusion onto Trust premises (e.g., armed intruder, bomb alert, terrorist threat).

- Loss of key staff or skills e.g., above normal levels of absenteeism due to illness or other scenarios such as severe weather, or transport disruption.
- Loss of critical systems e.g., ICT failure, power outage, loss of finance system.
- Denial of access, or damage to, facilities e.g., loss of all or parts of the premises through fire or flood; an external emergency with the premises where the Emergency Service's cordon the area, preventing access; severe weather scenarios (e.g., snow and ice), or utilities failure.
- Loss of a key resource e.g., an external supplier/partner vital to the delivery of a critical activity such as a catering provider or any providers of transport e.g., for SEND pupils.
- The effects of disasters in the wider community.
- The release of hazardous substances near or on, the Academy Trust sites.

5.3. Incidents may be classified as:
- Manageable – can be resolved usually within 24 hours, using resources available, without disruption to the Trust/academy, e.g., minor water leak through the roof.
- Disruptive – can be resolved usually within 24 hours, using resources available, but causes some disruption to normal routines, e.g., major water leak, causing teaching spaces to be out of use.
- Critical – incidents which cannot be resolved quickly, and require additional resources, for example see 9.2 and impact on the critical activities of the Trust.
- Disastrous – major incidents which impact on multiple critical activities and/or take place at more than one academy, at the same time; where the Trust does not have the resources to respond to bring business back to normal within a short period of time.

5.4. Advice for dealing with incidents on educational visits is provided in Academy Educational Trips Policy and Guidance. Those academies using Evolve will refer to the educational visits area of the Health and Safety section of Evolve.

5.5. The following documentation is required for all visits to be approved:
- A visit itinerary/programme.
- Appropriate Risk Assessments.
- Supervising adults' confirmation sheet.
- Emergency contact details of all participants. ✦ Parental consent forms.

5.6. The group leader must be familiar with this Business Continuity Plan. When any group is on an educational visit, the Headteacher (or a deputy, or senior teacher, if the Headteacher is on the visit or unavailable) should provide an emergency contact for the group. The emergency contact must be available after hours, for evening activities, and 24 hours for residential visits. The Academy contact must have written details of
the visit readily available, including: a list of all involved, contact arrangements with the group, and day and night contact details for parents, and staff next-of-kin. On residential or after-hours visits, the Headteacher or school contact should take this information home.

6. Incident Management Team

6.1. Any incident triggering the activation of this Business Continuity Plan, at any one academy or at the Trust, will be co-ordinated by the following people, who may then involve other individuals, to ensure an appropriate response to the incident:

Name	Role
The Trust Incident Management Team	
	Chair of the Trust Board
	Chief Executive Officer
	Finance Director
	Estates and Facilities Manager
Local Academy Incident Management Team	
	Chair of Local Governing Body
	Headteacher

6.2. Any person listed at 6.1 may activate and stand down this plan.

6.3. All serious incidents should be reported to the relevant Local Authority and the Nottingham Roman Catholic Diocesan Education Service – see St Ralph Sherwin Crisis Communications Strategy for further details.

7. Roles and Responsibilities

7.1. Core Roles

Role	Responsibilities	Accountability/Authority
The Trust Incident Management Team	• Leading the Trust's initial and ongoing response to an incident. • Declaring that an incident is taking place. • Activating the Business Continuity Plan. • Notifying relevant stakeholders of the incident, Plan activation, and ongoing response actions. • Provide direction and leadership for the Trust community. • Undertake response and communication actions, as agreed in the Plan. • Prioritise recovery of key activities disrupted by the incident. • Manage resource deployment. • Pupil welfare. • Staff welfare and employment issues.	Authorises all decisions and actions required to respond to and recover from the incident

Role	Responsibilities	Accountability/Authority
	• Accurately record all key decisions and actions taken. • Collate information about the incident for dissemination in press statements. • Liaison with NRCDES and Local Authority Press Offices to inform media strategy.	
Exec Heads / Headteachers	• Ensure that their academy has capacity within its structure to respond to incidents. Determine the academy's overall response • and recovery strategy.	Overall responsibility for day-to-day management of their academies, consulting with the Trust in times of crisis
Finance Director	• Identify risks and appropriate risk responses in Risk Management Policy	Reports to Chief Executive Officer
Estates Manager	• • Business Continuity Plan development. Developing continuity arrangements and strategies, e.g., alternative relocation sites, use of temporary staff. • Involving academies in the planning • process. Plan testing and exercise. • Conducting debriefs following an incident, test or exercise to identify lessons and ways in which the plan can be improved. Embedding a culture of resilience within each academy, involving stakeholders as required.	Reports to Chief Executive Officer
Trust Directors	• Work in partnership with the Executive Team to provide strategic direction in planning for and responding to disruptive incidents.	Liaise with the Trust Incident Management Team in response to a crisis
Local Governing Body	• Undertake actions as requested to support the Trust's response to an incident, and subsequent recovery.	Report progress in developing Business Continuity Plans to The Trust

7.2. Additional Roles

Role	Responsibilities	Accountability/Authority
Trust HR Director/HR Manager	• Provide support to staff • Arrange cover for absence • Redeploy staff if necessary	Reports to Chief Executive Officer
Premises Manager/Caretaker	• Ensure site security and safety • Advise on issues relating to physical infrastructure	Reports to Headteacher and Trust Estates Manager

		Lead point of contact for contractors, who may be involved in incident response	
ICT Network Manager or provider	• Ensure the resilience of ICT infrastructure Liaise with external providers, as set out in • the ICT Disaster Recovery Plan Develop proportional risk responses •	Reports to Headteacher
Examinations Officer	• Implement Examinations Contingency Plan, if appropriate	Reports to Headteacher
Lay Chaplain	• Provide support to pupils and their families, if appropriate	

Depending on the circumstances of the incident, it may be necessary to activate one, or all, of the roles described below, at one or more academies in the Trust. The Headteacher, in consultation with the Trust, will determine which roles are appropriate to the incident.

8. Incident Management

8.1. The purpose and priorities for this phase are to:
- ✦ Protect the safety and welfare of pupils, staff, visitors and the wider community.
- ✦ Protect vital assets e.g., equipment, data, reputation.
- ✦ Ensure urgent and necessary communication takes place.
- ✦ Support the Business Continuity phase.
- ✦ Support the Recovery and Resumption phase.

8.2. Incident Management Actions.
   This checklist may be used by the Trust or Academies. Those managing an incident should tick boxes as appropriate. Select actions appropriate to the incident.

	Action	Further Information/Details	Actioned? (tick/cross as appropriate)
1	Make a quick initial assessment: • Survey the scene • Assess (i.e. scale/severity, duration and impact) • Disseminate information to others	Gather and share information to facilitate decision-making and enhance the response An impact assessment form can be found in Appendix A- email to Estates Manager	☐
2	Call the emergency services	Telephone: 999 Provide as much information about the incident as possible	☐

3	• Evacuate the building if necessary • Consider the welfare of pupils in deciding whether and where to evacuate • If there is time and it is safe to do so, recover vital assets/equipment to enable delivery of critical activities • Notify relevant stakeholders of site evacuation	• Use normal fire evacuation procedures • Consider arrangements for staff/pupils with special needs and those with egress plans • If the decision is to stay on the premises, ensure the assembly point is safe and take advice from Emergency Services	☐
4	Ensure all pupils, staff, contractors, visitors report to the identified assembly point	The normal Assembly Point for the Academy is: The Playground	☐
5	Check that all pupils, staff contractors, visitors are accounted for	Nominated staff have reported that areas have been cleared/checked	☐

6	Ensure appropriate access to site for emergency services vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	☐
7	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	☐
8	Identify individuals to undertake specific emergency response roles	Information on roles and responsibilities can be found at para 3	☐
9	Ensure a log of key decisions and actions is started and maintained throughout the incident	The log template can be found in Appendix B	☐
10	Record names and details of pupils, staff, visitors, contractors who may have been injured	This information should be held securely as it may be required by emergency services during or following the incident	☐
11	Log details of all items lost as a result of the incident	A form for recording this information is in Appendix C	☐
12	Consider the involvement of other services or organisations for advice and guidance	For example, Local Authority emergency planning teams, NRCDES	☐
13	If appropriate arrange contact with appropriate press offices	Through Nicola Allen PR the Trust PR contact	☐
14	Assess the key priorities for the first 24 hrs	• Prioritise the safety and well-being of pupils and the Trust community • Consider alternative ways of working, relocation etc, see para 5.4 for Business Continuity Strategies • Consider the legal duty to provide free school meals and how this will be facilitated, even in the event of emergency closure	☐
15	Ensure staff are kept informed about what is required of them	Consider: • What actions are required • Where staff will be located • Notify staff who are not currently in work with details of the incident •	☐

16	Ensure pupils and their families are kept informed as far as possible taking account of the circumstances and advice of emergency services / external advisors	• Consider communication strategies and additional support for pupils with SEND • Inform parents of pupils who are absent • Agree arrangements for the collection of pupils • Consider methods of communication, email, website, text etc •	☐
17	Ensure accurate recording of all those leaving the site	Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required	☐
18	Log all expenditure incurred as a result of the incident	Finance Director to keep log of costs.	☐
19	Inform Insurance broker	Estates Manager to liaise with brokers	☐

9. Business Continuity

9.1. The purpose of the business continuity phase is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption. This may require one or more of the business continuity strategies to enable alternative ways of working. During an incident, it is unlikely that all resources will be available, it is therefore likely that some non-critical activities may need to be suspended at this time.

9.2. Critical activities for the Trust are:
✦ Delivering education to pupils at each academy.
✦ Providing facilities for pupils to sit examinations and statutory tests.
✦ Providing accommodation which meets Health & Safety requirements.
✦ Making payments to suppliers and ordering goods. ✦ Running payroll.

9.3. Business Continuity Actions

	Action	Further Information/Details	Actioned? (tick/cross as appropriate)
1	Identify other stakeholders required in the Business Continuity phase	Stakeholders will vary depending on the nature of the incident. Maintain up to date contact list. See Appendix E	☐
2	Evaluate the impact of the incident	Consider: Which activities are disrupted? What is the impact over time if these activities do not continue? Would the impact be: • Manageable ☐ • Disruptive ☐ • Critical ☐ • Disastrous ☐	☐
3	Plan how critical activities will be maintained, using identified or new business continuity strategies	Consider: • Immediate priorities • Communication strategies • Deployment of resources • Finance • Monitoring • Reporting • Stakeholder engagement Produce an action plan for this phase of response	☐
4	Log all decisions and actions including what you decide not to do and the rationale	The log template can be found in Appendix B	☐
5	Log all expenditure incurred as a result of this phase	Finance Director to keep a log of costs	☐
6	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	☐

7	Secure resources to enable critical activities to continue or be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues	☐
8	Communication	Ensure methods of communication are appropriate to key stakeholders	☐

5.4 Business Continuity Strategies (examples – highlighted areas to be completed by Trust/Academies)

	Arrangements to manage a loss or shortage of Staff or Skills	Further Information (academies to add their arrangements)
1	Use of temporary staff, e.g., supply teachers, office staff	Access to our own pool of teaching supply staff. Admin support from other local academies within the Trust
2	Multi skilling and cross training to ensure staff are capable of undertaking different roles, succession planning, shadowing	Ongoing CPD. Sharing of information within the 24 other schools in the trust. Support from DOPs
3	Using different ways of working to allow for reduced workforce, e.g. • Larger class sizes • Use of teaching assistants, learning mentors • Online learning tools • Pre-prepared materials to allow for independent learning • Team activities and sports to accommodate larger numbers of pupils	Remote learning Policy in place. Review the class size structure and availability of teaching staff. Support staff may assist as directed by the SLT. The hall may be used for larger class sizes
4	Suspending non critical activities and focus on priorities	Business Manager to cancel all non-critical activities via messaging service and app via the website. This may be actioned from any device where there is an internet connection.
5	Use facilities of other nearby academies/schools	Local Primary academies within the trust would be approached in the first instance, but if needed the other academies within the trust could be approached. Local Primary school St James could also be approached.
6	Consider flexibility of job descriptions in the short term	Assistance from HR and discussions with staff
7	Staff absence cover	Support from HR would be provided

	Arrangements to manage loss of access to premises or loss of utilities	Further Information (academies to add their arrangements)
1	Use facilities at other schools/academies	The academy can use the following primary academy sites within the Trust for support, St Margaret's, All Saints, and St Charles in the first instance, and also the local high school academy, St Philip Howard.
2	Arrangements with other providers, e.g., libraries, church halls, leisure centres	St Marys Crowned Parish Church Hall for briefings with the local community if required.

3	Online learning platforms	(To Be populated by each academy and approved by the SIT)
4	Localising the incident – isolating from particular area	Plan of the school attached and uploaded to Every System
5	Catering	Estates team to be informed and agree arrangements
6	Off-site activities, e.g., swimming	To determine if essential
7	Arrangements for collection of mail from sorting office	Senior Administrator to make arrangements and collect. Also via "Keepsafe" initially.
8	Emergency Grab Bag with key documents to be compiled – store one at reception to be taken in the event of building evacuation and another location at an alternative location See Appendix D for contents of grab bag	Located in the front office and also in the red box in the foyer. Business Manager/office staff to take on evacuation Includes premises information. Refer to Every system

	Arrangements to manage loss of ICT, internet, power	Further Information (academies to add their arrangements)
1	Backups of key data to second external hard drive	Weekly backups taken. Backup hard drive held securely in the intervention room wall safe.
2	Revert to paper-based systems	Staff to put packs together. Registers to be taken paper based if electronic option not available. Information to be uploaded at another site.
3	Flexible lesson plans	Remote learning via Century, Times Table Rockstars, Purple Mash, Maths Shed and Spelling Shed.
4	Emergency power supplies, e.g. Uninterruptible Power Supply (UPS)	The first telephone point coming in from the exchange, which is located in the school office. Servers on UPS backup
5	Emergency Lighting	Complete inspection as per the every schedule
6	Alternative Fire Alarm Evacuation siren	Hand Bell to be used continuously in the event of the system failing. Located in HT office.

	Arrangements to manage loss of key suppliers	Further Information (academies to add their arrangements)
1	Pre-identified alternative suppliers	Trust recommended supplier – Repton Security tel:01332799327
2	Ensure significant suppliers have business continuity plans in place as part of contract terms	Trust recommended suppliers
3	Insurance cover	Held centrally RPA – Photographs of each room uploaded to the Every System
4	Use mutual support agreements with other schools	As directed by the central team
5	Suspend, delay non critical activities	Send text messages/emails. Use app via website

10. Recovery and Resumption

10.1. The purpose of the recovery and resumption phase is to resume "Business as Usual" working practices for the Trust/academy 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.

	Action	Further Information/Details	Actioned? (tick/cross as appropriate)
1	Agree and plan the actions required to enable recovery and resumption of normal working practices	Form an action plan	☐
2	Respond to ongoing and long-term support needs of pupils and staff	Lay Chaplain and counselling services	☐
3	Once recovery and resumption actions are complete, communicate the return to business as usual to staff, pupils and stakeholders	Consider appropriate communication	☐
4	Carry out a debrief of the incident with staff and possibly pupils (incident dependent) Document lessons learned	The debrief report should be reviewed by the Local Governing Body and The Trust if appropriate (Trust will determine)	☐
5	Review Business Continuity Plan in light of lessons learned from the incident and the response to it	Revise plan and ensure revised version is in use at all academies.	☐

Appendix A

Impact Assessment Form

Completed By:		Date:	
Incident:			
Question		**Response**	
How were you made aware of the incident?			
What is the nature of the incident? (eg type, location, severity)			
Are there any staff or pupil casualties or fatalities?			
Have the Emergency Services been called?			
Is the incident currently affecting academy activities? If so which ones/which areas?			
What is the estimated duration of the incident?			
		Over 50%	☐

What is the actual or threatened loss of workforce?	20 – 50%	☐	
	1 – 20%	☐	
Has access to the whole site been denied? If so, for how long? (provide estimate if not known)			
Which work areas have been destroyed, damaged or made unusable?			
Is there evidence of structural damage?			
Which work areas are inaccessible but intact?			
Are systems and other resources unavailable? (include ICT, telecoms, other assets)			
Which areas or activities are affected by ICT, telecoms disruption?			
Have any utilities (gas, elec, water) been affected?			
Is there media interest in the incident? (likely or actual)			
Does the incident have the potential to damage the Trust's/academy's reputation?			
Does the incident have an impact on neighbouring properties or people			
Other relevant information			

Appendix B

Log of Events, Decisions, Actions

Completed By		Sheet No	
Incident		**Date**	
Time	**Log of Events**		

Appendix C Lost Property

Completed by		Incident	
Date		Time	

Name	Staff (S), Pupil (P), Visitor (V	Details of po sessions lost/left behind	
		Item	Where lost

Appendix D

Contents of Emergency Box / Grab Bag

Many documents will be available electronically and backed up to the cloud or on remote servers. However, there may be key information/documents which may not be accessible electronically. This list gives examples of the items which should be readily available and taken offsite in the event of an emergency.

Section	Details
Business Continuity	Business Continuity Plan (plus spare copies of the forms in the Appendices) Key contact details including, Members, Directors, Governors, Parents, NRCDES, Local Authority, suppliers, school transport
Organisational Information	Company Seal Company details, login to Companies House Branding materials, logo, letterheads
Financial Information	Bank details Insurance Policies Assets Register Cheque Book Emergency Cash Credit/Purchase cards Logins
	Staff emergency contact details

Staff Information	
ICT /Equipment Information	IT Support Software licence agreements and key codes Office telephone lists Data backup rota and data restoration routine
Premises Information	Site Plan Spare keys Alarm Codes Utilities supplier contact details Emergency planning contacts card, inc key holders Isolation for gas, electric, water info