



Business Continuity Plan December 2023

Approved by the Trust Board on: 18th December 2023

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1.0 Introduction

The Derby Diocesan Academy Trust (DDAT) Business Continuity Plan (BCP) has been written for those who will be involved in re-establishing the operational delivery of services following a major incident. This policy supersedes individual school Business Continuity plans and should be read in conjunction with:

- Cyber Response and Recovery Plan
- Cyber Security Policy
- School lockdown procedures
- Each school's fire evacuation plan (the operation of which does not necessarily activate the BCP).

This document sets out the Trust's approach for planning and responding to major incidents which affect the continuity of the Trust's business and the safety of its staff, pupils and others. The Trust expects that:

- staff must be aware that they are obliged to take care of their own safety and health whilst at work, along with that of others who may be affected by their actions, and follow the guidance on reporting health and safety concerns;
- staff and pupils will be familiar with the school's routines for fire and the evacuation of the school building on hearing the fire alarm;
- staff will be familiar with the routines and procedures for dealing with emergencies (as detailed in their individual schools plans);
- staff and pupils will be familiar with the school's security procedures, in particular that all visitors not wearing a visitor's badge should be questioned and escorted to the school entrance area;
- staff organising school trips and visits follow the guidelines and write a risk assessment to be signed off by the Executive Headteacher / Headteacher / Head of School;
- staff will advise the school office if they leave the site for any reason and again on their return (using the signing in and out system is the preferred method);
- staff are aware of pupils with medical needs or health problems;
- staff are aware of school policy in dealing with violence at work;
- staff are aware that they should assess associated risks to children before carrying out a curriculum or other activity;
- staff are aware that they are responsible for assessing risks to themselves before undertaking an activity.

2.0 Definitions

It is not possible, or desirable, to write a plan for every possible disruption. No matter what the *cause* of the incident, the *effect* can generally be summarised as:

- an inability to carry out daily and/or critical activities;
- loss of life or serious injury to Trust staff and students/pupils or members of the public;
- loss of building, or part of building or access to the building;
- loss of ICT;
- loss/shortage of staff;
- loss of critical supplier or partner;
- adverse publicity and/or reputational impacts.

A disaster is the escalation of an emergency to the point where normal conditions are not expected to be recovered for at least 24 hours.

3.0 General Information

3.1 Review and Training

This document will be reviewed annually by the Trust Board.

3.2 Associated Documents/information

Associated Documents include each school's:

- Cyber Response and Recovery Plan
- Cyber Security Policy
- School lockdown procedures
- Each school's fire evacuation plan (the operation of which does not necessarily activate the BCP).
- Each school's Fire Risk Assessments

3.3 Emergency Contact Information

An emergency information pack is kept at reception in the main school office and includes:

- copies of this document;
- site plans

Staff communication will be via email and the website if this is operable, or by use of the snow plan telephone lists if not. Access to staff and student data with home phone numbers can be accessed on-line by the Executive Headteacher / Headteacher / Head of School or other delegated school staff members as directed. An emergency information pack is kept at the main reception office at each school within the Trust and includes:

- Copies of this document
- All associated documents (listed above)
- Site Plans

The following organisations may need to be advised of the implementation of the Business Continuity Plan as soon as possible:

- Local radio stations
- Health and Safety Executive (HSE) (injuries only)
- RPA
- Local Police
- Local Fire Service
- DDAT PR support

4.0 Strategy

If an incident is declared that is localised to within one school, then this can be declared by the school's Executive Headteacher / Headteacher / Head of School or other member of SLT where appropriate. Any incident declared must be immediately notified to the CEO and the Trust Business Continuity Plan will be activated.

5.0 Severity of incidents

5.1 Minor Incidents

These are events or circumstances that the local school can deal with using its built in procedures which does not affect the school or the Trust adversely or prevent it from carrying out its day-to-day activities.

5.2 Major Incidents

These are events or circumstances that cause or threaten death or injury, and or disruption to the school on such a scale that it prevents the school from carrying out its day-to-day activities. These incidents typically would require another organisation and or DDAT central team to help assist the school and must be notified immediately to the CEO.

An Incident Management Team (IMT) would be established to support the Executive Headteacher / Headteacher / Head of School to implement all the actions.

5.3 Trust Wide Incident

Unless the incident is minor, it will be impossible for the Executive Headteacher / Headteacher / Head of School to implement all the actions required on behalf of the school and across the Trust. Therefore, an initial assessment of the incident by the Executive Headteacher / Headteacher / Head of School and CEO will establish if the incident should be handled as a major incident or whether a Trust wide incident should be declared.

A Trust wide incident would typically be an event that impacts multiple schools within the Trust or has the potential to threaten the future operations of the Trust. A Trust Management Team (TMT) will be established at the declaration of a Trust wide incident to assist the Trust in managing the response. The membership and skills set of the TMT may vary slightly depending on the nature of the incident but will always be chaired by the CEO or their designated deputy.

6.0 Roles and Responsibilities

6.1 Executive Headteacher / Headteacher / Head of School

The Executive Headteacher / Headteacher / Head of School is responsible for the implementation and co-ordination of the BCP, including:

- immediately contacting the CEO if the incident is unable to be handled using local procedures and/or relates to the built environment or the ICT infrastructure to establish if the building can be re-occupied and/or service delivery reinstated;
- co-ordination of status reports & communication for the benefit of all audiences (including staff, students, parents, governors/trustees/members, Academies Team at DFE, press).

6.2 Incident Management Team (IMT)

Led by the Executive Headteacher / Headteacher / Head of School, the Incident Management Team includes relevant SLT members, local governing board representatives, the Site Manager / Caretaker and School Business Manager / School Business Officer. Additional members of the team will be recruited to match the specific needs of the incident. Church schools will also need to inform a representative from the Diocese.

The IMT is responsible for acting under the direction of the Executive Headteacher / Headteacher / Head of School to restore normal conditions as soon as possible. The IMT will report to the CEO who will evaluate if the status of the incident needs to be escalated to the TMT.

6.3 Trust Management Team (TMT)

Led by the CEO, the Trust Management Team includes the Deputy CEO, COO, CFO and at least two other trustees. Additional members of the team will be recruited to match the specific needs of the incident. These include Executive Headteacher / Headteacher / Head of School and local governing board representatives from each school affected and premises/H&S/office staff as appropriate.

The TMT is responsible for acting under the direction of the CEO to restore normal conditions as soon as possible and minimise any potential impact to the Trust and schools within the Trust.

6.4 Staff

Staff are required to co-operate with the IMT & TMT in support of the BCP. In the event that staff are sent home, they should remain available to assist with necessary tasks as required.

7.0 School Business Continuity Plans

All schools should have an addendum to this policy containing a detailed assessment of the critical activities in order to identify key risks specific to its operation and the safety of its pupils, staff and others. This assessment will be led by the Executive Headteacher / Headteacher / Head of School.

As a minimum, there must be specific plans in place for ICT disaster recovery & alternative temporary premises.

Each school will maintain its own emergency management instructions, including emergency contact details, call cascade plan and the action plan. The cascade plan must be tested on an annual basis.

This plan will be activated in the event of a critical incident or an emergency i.e. when an incident occurs that impacts on the delivery of our critical activities or the safety and well-being of our pupils, staff and others; and when normal responses, procedures and coping strategies are deemed insufficient to deal with the effects.

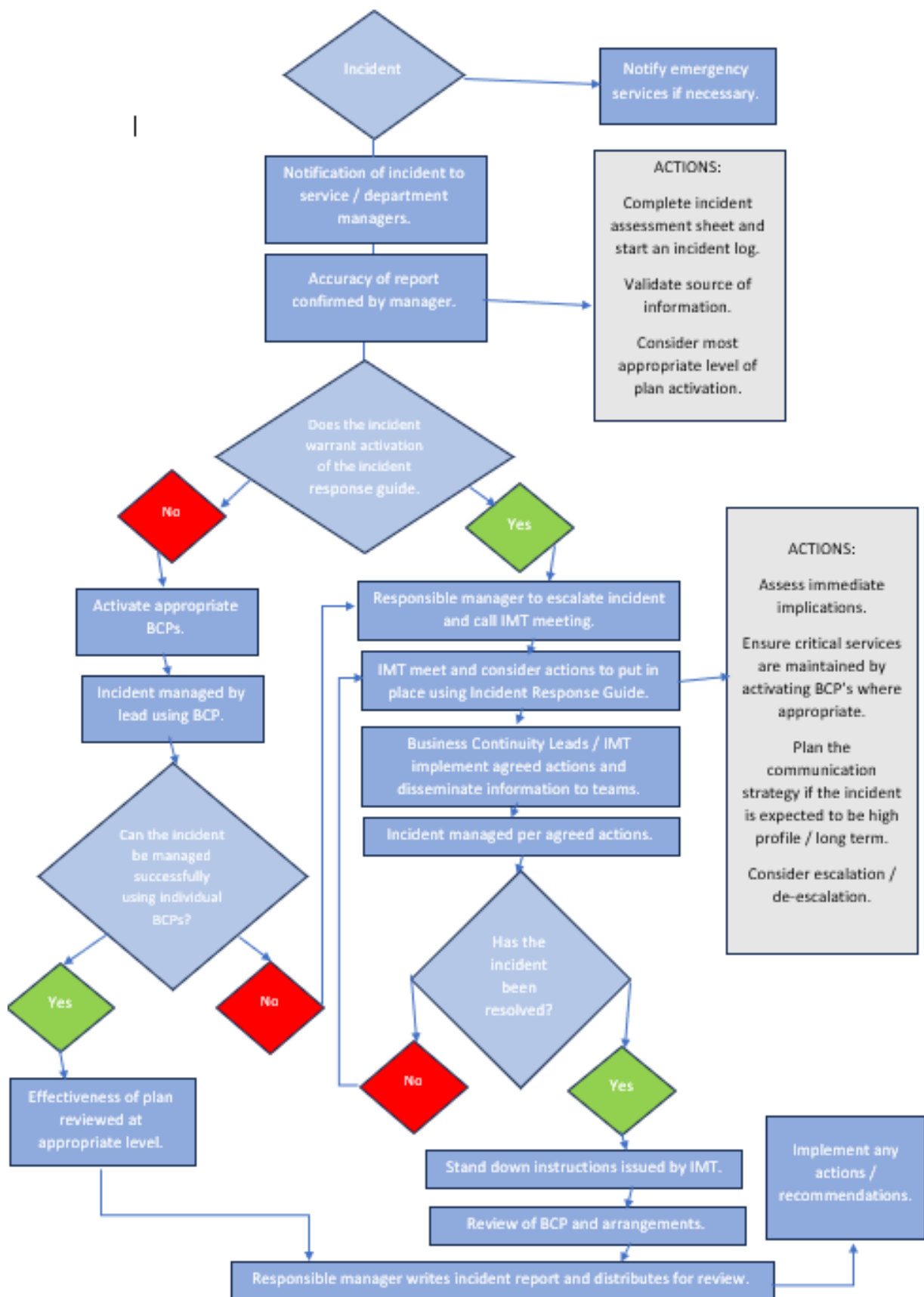
8.0 TMT Contact Details

If a Trust Wide incident is declared by the CEO (or their Deputy) the Trust Management Team will be established meeting at the Head Office, in an identified school in the Trust or remotely, and the Business Continuity Plan will be activated. Deputies for the initial TMT will be established accordingly from the table below.

Name	Role	Telephone	Email
Dr Sarah Clark	CEO	07568 109789	Sarah.clark@ddat.org.uk
Jackie Stirland	Deputy CEO	07739 655015	Jackie.stirland@ddat.org.uk
Hayley Wharton	COO	07710 122995	Hayley.Wharton@ddat.org.uk
Pat Mosley	CFO	07841 017970	Pat.Mosley@ddat.org.uk
Dr Sarah Charles	Chair of the Trust		Sarah.Charles@ddat.org.uk
Henry Taylor-Toone	Vice Chair of the Trust		henry.taylor-toone@tscg.ac.uk
Jo Harris	Senior Operations Officer	07712 530864	Jo.Harris@ddat.org.uk
Paul Clark	Finance Manager	07564 077979	Paul.Clark@ddat.org.uk

The CEO or their deputy is responsible for the implementation, maintenance and coordination of the BCP, including:

- Immediately contacting the emergency services, such as Police and/ or Fire Services, if the disaster relates to the built environment or the ICT infrastructure to establish if the building can be re-occupied and/or service delivery reinstated.
- Coordination of status reports/communication for the benefit of all audiences (including staff, pupils, parents, LA, DFE, and press).
- Following the incident management flow chart below evaluating whether the IMT becomes TMT.



9. Procedure for closing an Academy within the Trust

9.1 Closure in advance of a school day

The school can be closed in advance of a normal school day using the following system:

1. Closure authorised by the CEO or Executive Headteacher / Headteacher / Head of School in co-ordination with the Executive Team.
2. Implementing the school staff 'snow procedure' (actioned by Leadership Team).
3. Recording the closure on the home page of the school website (actioned by Executive Headteacher / Headteacher / Head of School or delegated school staff).
4. Sending out messages via parent mail or other parent communication system to all parents (actioned by Headteacher or delegated school staff).
5. Notification to the chair of LGB, and (if not already in discussion) the CEO who will inform Trustees and the DfE where applicable.

9.2 Closure during a school day

It is never a preferred option to close the school during a school day but it can be done using the following procedures:

1. Closure authorised by the CEO or Executive Headteacher / Headteacher / Head of School on the basis that pupils with parental authorisation may make their way home by themselves. Pupils will continue to be supervised by staff until parents authorise them to leave or they are collected.
 - a. Parental authorisation can be provided by text message or email from a parental phone number which is already held on the schools systems.
 - b. Consider use of Places of Safety (as described below).
2. Notification of the school closure using the website (actioned by the Executive Headteacher / Headteacher / Head of School or other delegated school staff member).
3. Recording the closure on the home page of the school website (actioned by the Executive Headteacher / Headteacher / Head of School or other delegated school staff member).
4. Contact DDAT PR support via the Central Team and local authority, etc to ensure that messages are posted/broadcast.
5. Sending out messages to all parents/carers using the schools usual platforms (actioned by the Executive Headteacher / Headteacher / Head of School or other delegated school staff member).

9.3 Immediate Places of Safety

In the event of a major incident on site requiring the school to be closed, pupils will initially assemble at identified assembly points. If these are not useable, or if the incident has made the school grounds unsafe, staff will escort pupils to the secondary assembly points.

These will be identified in each School and included in the addendum referred to in 7.0.

9.4 Off-Site Place of Safety

If it becomes necessary to evacuate the site completely, pupils will be escorted to the offsite assembly point from where they can be collected or from where they can be released to make their own way home if there is approval in place to walk home alone.

10. Business Recovery in the Event of a Loss of Buildings or Site Space

10.1 General

Replacement of the buildings and facilities that have been damaged or made unavailable will be the responsibility of the Trust. Temporary working facilities are the responsibility of the School and Trust for which it holds insurance (see below).

10.2 Insurance

The schools are insured through the Risk Protection Arrangement (RPA) scheme set up by the Department for Education for academies which covers the reinstatement value of the property.

10.3 Replacement Site Facilities

The size and scope of facilities required for the school will vary according to circumstances. In the first instance contact should be made with the DFE RPA underwriters by submitting a claim via the following link: <https://www.rpaclaimforms.co.uk/make-a-claimv2/> The Trust and the IMT will always support with this process.

The location of the temporary accommodation will be determined based on the space required and circumstances at the time.

10.4 Pandemic Threat / Mass Staff Unavailability

Loss of staff is considered a generic threat to operations. The spread of a virus capable of impacting on operational service delivery is now considered genuine and serious.

In the event of mass staff illness, the IMT will follow DfE and Public Health England guidance and shut the school to pupils using the same procedures described above if applicable.

10.5 Other Threats

The following “Other Threats” have been considered:

- Phone and ICT Communications Loss
- Finance Process Breakdown – payments to staff and suppliers fail
- Utilities / Energy Supply failure
- Service Delivery Loss of General Nature – Academy is unable to provide buildings or ICT support
- Key Supplier Failure e.g. Catering
- Evacuation due to nearby incident
- Prolonged bad weather
- Strikes
- Terrorist attack or threat
- Biological or environmental hazard

10.6 Regional Threats

All regional threats will be handled by the Trust Management Team to ensure a consistent approach.

11. Draft Recovery Action Plans

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
Phone and ICT Communications	Contact phone/ communication providers/ ICT Team for Curriculum Server/ICT Services for Admin Server	Office staff / ICT Manager/ School Business Manager	Keep CEO, COO, CFO and SLT updated CEO decides what communication is sent via School Comms to Parents
Finance Process Breakdown – payments to staff and suppliers fail	CFO / SBM / Payroll provider investigates issue with School office Extent of situation is fully assessed Bank balances verified from online banking Staff and suppliers formally contacted with timescales / update	CFO / CEO / SBM / SBO / Executive Headteacher / Head Teacher / Head of School	Chair of Finance and Resources and Chair of Audit and Risk Committee kept updated
Utilities / Energy Supply failure	Providers called to ascertain issue School may have to close Consider suitability of accessing a generator or temporary heaters	CEO / CFO / COO / Executive Headteacher / Head Teacher / Head of School	Keep Chair of Trust Board updated

<p>Building loss – partial or complete (fire, flood etc.)</p>	<p>Buildings services notified immediately Short-term - share pupils between other schools in the MAT and provide coach service / Mini Bus transport in the mornings and afternoons Medium Term - erect Porta Cabins on site Long term - rebuild/refurbish</p>	<p>CEO / COO/ Executive Headteacher / Head Teacher / Head of School</p>	<p>RPA will assign a designated Loss Adjuster. Keep Chair of Trust Board updated</p>
<p>Building Denial - leading to short term lack of access. Service Delivery Loss of General Nature – Academy are unable to provide buildings or ICT support</p>	<p>Relocate to the other schools within the Trust providing transport morning & afternoons</p>	<p>CEO / COO / Executive Headteacher / Head Teacher / Head of School</p>	<p>Keep Chair of Trust Board updated</p>
<p>Key Supplier Failure other than Trust e.g. Catering</p>	<p>Cook food off site (at another school where possible) and deliver to school. Buy in prepacked lunches. Purchase ingredients to make sandwiches to feed children</p>	<p>COO / Executive Headteacher / Head Teacher / Head of School / School Business Managers / Officers</p>	<p>Liaise with external providers to establish their continuity plan</p>

<p>Evacuation due to Nearby Incident</p>	<p>1. Follow instructions from CEO / EHT / HT / HoS to: Evacuate immediately to designated assembly points.</p> <p>Take register on arrival and inform admin of any children or members of staff that are unaccounted for.</p>	<p>Executive Headteacher / Head Teacher / Head of School</p>	<p>CEO notified as soon as possible</p>
<p>Lockdown due to Nearby Incident</p>	<p>Follow instructions from CEO / EHT / HT / HoS to: stay inside the building, well away from the windows and do not leave until instructed to do so by a member of SLT or the police/bomb squad</p>	<p>Executive Headteacher / Head Teacher / Head of School</p>	<p>CEO notified as soon as possible</p>
<p>Fire</p>	<p>Exit the school following Fire Evacuation plan. Call Emergency Services. Contact RPA regarding any damage</p> <p>Review what happened and capture any lessons learnt</p>	<p>Executive Headteacher / Head Teacher / Head of School / School Business Manager / Officer</p>	<p>SLT – keep CEO updated</p>
<p>Prolonged bad weather</p>	<p>School to follow snow procedure</p>	<p>Executive Headteacher / Head Teacher / Head of School</p>	<p>SLT – keep CEO updated</p>

<p>Strikes</p>	<p>Executive Headteacher / Head Teacher / Head of School to establish which staff will be on Strike.</p> <p>CEO / EHT / HT / HoS decides if school has to close for pupils or which classes - staff not striking are deployed with suitable work and come to work as usual.</p>	<p>CEO / EHT / HT / HoS co-ordinates the communication brief to parents and staff</p>	<p>If there are a minimum amount of staff, there may be a decision to allow staff to work from home if there is suitable work they can take home or deploy them to one of the other schools within the Trust (rather than heating school and incurring costs).</p> <p>CEO updates Chair of Trust Board.</p>
<p>Terrorist Attack or Threat</p>	<p>Follow instructions from EHT / HT/ HoS either to: Evacuate immediately to designated assembly points</p> <p>Take register on arrival and inform admin of any children or members of staff that are unaccounted for.</p> <p>OR</p> <p>Stay inside the building, well away from the windows and do not leave until instructed to do so by a member of SLT or the police/bomb squad</p>	<p>CEO / COO / Executive Headteacher / Head Teacher / Head of School</p>	<p>CEO notified as soon as possible.</p> <p>CEO updates Chair of Trust Board.</p>
<p>Biological or Environmental hazard</p>	<p>Take register on arrival and inform Admin of any children or members of staff that are unaccounted for.</p> <p>OR</p> <p>Trigger TMT team & follow plan.</p>	<p>CEO</p>	<p>CEO notified as soon as possible.</p> <p>CEO updates Chair of Trust Board.</p>

PLEASE ADD ADDENDUM HERE: