DDAT
Derby Diocesan Academy Trust

Business Continuity Plan
December 2023

Loscoe Church of England Primary School and Nursery

We may be small, but together we can make a big difference

Approved by the Trust Board on: 18th December 2023

Contents

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 it's 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	07740 540402	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
Mike Holt	Vice Chair of the Trust		
Jo Harris	Senior Operations Officer		Jo.Harris@ddat.org.uk
Paul Clark	Finance Manager		Paul.Clark@ddat.org.uk
Rhian Barker	HR Lead		rhian.barker@ddat.org.uk

The CEO or their deputy is responsible for the implementation, maintenance and coordination of the BCP, including:
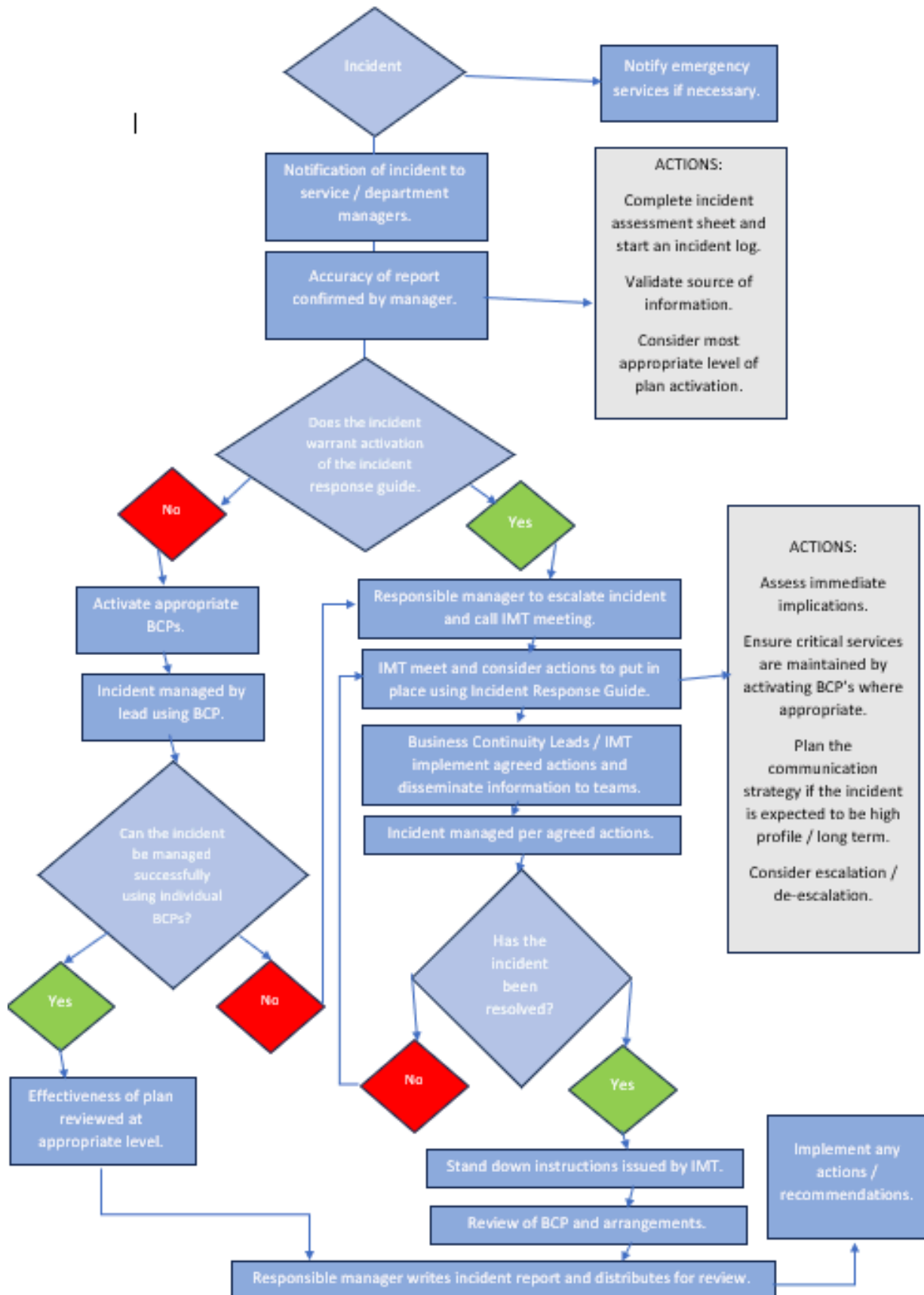
- Immediately contacting the emergency services, such as Police and/ or Fire Services, if the disaster relates to the built environment or the ICT infrastructure to establish if the building can be re-occupied and/or service delivery reinstated.
- Coordination of status reports/communication for the 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.

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                          ┌─────────┐              ┌──────────────────────┐
                          │ Incident │────────────▶│ Notify emergency      │
                          └────┬────┘              │ services if necessary.│
                               │                    └──────────────────────┘
                               ▼
                    ┌────────────────────┐         ┌──────────────────────┐
                    │ Notification of     │         │ ACTIONS:              │
                    │ incident to service │         │ Complete incident     │
                    │ / department        │         │ assessment sheet and  │
                    │ managers.           │         │ start an incident log.│
                    └────────┬───────────┘         │                       │
                             │                      │ Validate source of    │
                    ┌────────────────────┐          │ information.           │
                    │ Accuracy of report │─────────▶│                       │
                    │ confirmed by        │          │ Consider most         │
                    │ manager.           │          │ appropriate level of   │
                    └────────┬───────────┘          │ plan activation.       │
                             │                      └──────────────────────┘
                             ▼
                  ┌────────────────────────┐
                  │ Does the incident       │
            ┌─────│ warrant activation      │─────┐
            │ No  │ of the incident         │ Yes │
            ▼     │ response guide.         │     ▼
                  └────────────────────────┘
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ACTIONS:

Assess immediate implications.

Ensure critical services are maintained by activating BCP's where appropriate.

Plan the communication strategy if the incident is expected to be high profile / long term.

Consider escalation / de-escalation.

- Activate appropriate BCPs.
- Incident managed by lead using BCP.
- Can the incident be managed successfully using individual BCPs? (Yes / No)
- Responsible manager to escalate incident and call IMT meeting.
- IMT meet and consider actions to put in place using Incident Response Guide.
- Business Continuity Leads / IMT implement agreed actions and disseminate information to teams.
- Incident managed per agreed actions.
- Has the incident been resolved? (No / Yes)
- Effectiveness of plan reviewed at appropriate level.
- Stand down instructions issued by IMT.
- Review of BCP and arrangements.
- Implement any actions / recommendations.
- Responsible manager writes incident report and distributes for review.

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. 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 / Head Teacher	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	COO, Head Teacher, SBM	Keep Chair of Trust Board updated

Building loss – partial or complete (fire, flood etc.)	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	CEO / COO? Head Teacher / Head of School	RPA will assign a designated Loss Adjuster. Keep Chair of Trust Board updated
Building Denial - leading to short term lack of access. Service Delivery Loss of General Nature – Academy are unable to provide buildings or ICT support	Relocate to the other schools within the Trust providing transport morning & afternoons	CEO / COO Head Teacher	Keep Chair of Trust Board updated
Key Supplier Failure other than Trust e.g. Catering	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	DCC Catering. COO / Head Teacher / / School Business Managers / Office staff.	Liaise with external providers to establish their continuity plan
	1. Follow instructions from CEO / and Head Teacher. Evacuate immediately to designated assembly points. Take register on arrival and inform admin of any children or	Head Teacher	CEO notified as soon as possible

Evacuation due to Nearby Incident	members of staff that are unaccounted for.		
Lockdown due to Nearby Incident	**Initiate school lockdown procedure.** Follow instructions from Headteacher 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	Head Teacher	CEO notified as soon as possible
Fire	Exit the school following Fire Evacuation plan. Call Emergency Services. Contact RPA regarding any damage Review what happened and capture any lessons learnt	Head Teacher / School Business Manager / Officer	SLT – keep CEO updated

Prolonged bad weather	School to follow snow procedure – contact staff and parents through Dojo and Teachers to parents.	Head Teacher / SBM	SLT – keep CEO updated

Strikes	Head Teacher School to establish which staff will be on Strike. CEO / HT / if school has to close for pupils or which classes - staff not striking are deployed with suitable work and come to work as usual.	CEO / HT / ordinates the communication brief to parents and staff	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). CEO updates Chair of Trust Board.

Terrorist Attack or Threat	Follow instructions from HT either to: Evacuate immediately to designated assembly points Take register on arrival and inform admin of any children or members of staff that are unaccounted for. OR 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	CEO / COO / Head Teacher	CEO notified as soon as possible. CEO updates Chair of Trust Board.
Biological or Environmental hazard	Take register on arrival and inform Admin of any children or members of staff that are unaccounted for. OR Trigger TMT team & follow plan.	CEO	CEO notified as soon as possible. CEO updates Chair of Trust Board.

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ADDENDUM HERE:

Alternative accommodation in the event of school evacuation

- **PEPs in place for 12 children**
- **Grab bags containing medication to be taken by person in charge of class**
- **Ipad containing registers and daily fire evacuation record to be taken by person in charge of class**
- **Parents/carers will be notified via text system of school closure**
- **Contact DDAT to advise evacuation plan being executed.**

Accommodation	Access arrangements	Times available	Facilities
St Luke's Church, Loscoe.	Church Wardens or clergy to be contacted for access	All times school is open	Seating for all children and staff

	* Mrs I Giles (Vice Chair of Governors) – 07530028891 * Kevin Wilcockson - 07577920330 Walk children to the church in class groups. All available adults to work with the younger classes. 3 x high needs children who would be unable to walk to the church taken in Rachel Redmond's car with an additional member of staff.	irrespective of if another service is taking place as we have access to the church community rooms.	Parish community rooms available to accommodate all children. Toilets Hot and cold water Heating Kitchen

ICT Disaster Recovery

Threat	Response
RM failure means we have no access to registers	Emergency fire evacuation plan updated and printed twice daily contains details of all children present in a class. Office have paper copies of class lists and contact details – updated half termly or when a new child joins the school. Paper sign in and sign out sheet to record any alterations to pupils and staff present after register failure.
Failure of WiFi	School office hold a PAYG Sim card / Dongle that can be used as a wireless access point to maintain emergency internet access. Paper copies held of all emergency contact details in the event that no WiFi is available to be able to access records. Contact Hello Telecom to divert all incoming calls through the PAYG mobile number so parents can still contact the school.
Theft or hacking of ICT equipment allows GDPR breach	All teacher laptops are password protected Personal data is held within secure password protected sites Highly confidential safeguarding records are held on My Concern with limited access and password protection to view children's records. Info ICO of potential data breach. Info police. Contact ICT support and RPA.
Failure of safeguarding systems e.g. sign in app, My Concern	Secure safeguarding folder available on Google Drive for staff to record any concerns that can be then uploaded to My Concern when the system is back up and running. Paper forms available for staff to use to record concerns if no electronic access is available.

	Paper sign in and sign out system available in the event of the electronic sign in app failing.
Cyber attack – ransomware/ data loss. All servers out of action.	Contact ICT support and DDAT. "Air gapped" back up is in place in school – use "air gap" system to bring system back online / retrieve data. Inform the ICO of data breach Contact Police Contact RPA.