



PIONEER ACADEMIES COMMUNITY TRUST

Policies and Procedures

Business Continuity Plan

Review/Approve	By Whom	Date	Review Date
Approved	PACT	09.12.14	Autumn 2016
Approved	PACT	22.11.16	Autumn 2018
Approved	PACT	27.11.18	Autumn 2020

Detailing arrangements for Recovery and Resumption of Normal Academy Activity

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1.0 About this Plan

1.1 Plan Purpose

To provide a flexible response so that PACT can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

1.2 Plan Remit

All PACT functions and premises are covered by this Plan which must be read in conjunction with the PACT's Crisis Management Policy.

1.3 Plan Owner

The PACT Chair of Directors is this Plan's Owner and responsible for ensuring that it is maintained, exercised and updated in accordance with PACT Policy Review Schedule for reviewing business continuity and emergency response plans.

1.4 Plan Distribution

This Business Continuity Plan is distributed as follows:

NAME	ROLE	ISSUE DATE
Karen Hartshorne	Chair of Board	29.11.18
Jayne Everett	Executive Principal	29.11.18
Rachel Ward	Headteacher	29.11.18
Kim Wood	Chief Finance Officer	29.11.18
Lisa Tabbner	Headteacher	29.11.18
Alex Steadman	Head of Academy	29.11.18

1.5 Plan Storage

All parties on the distribution list, see above, are required to store a copy of this plan safely and confidentially at their regular place of work **and** off-site i.e. at home.

1.6 Plan Review Schedule

This Plan will be updated as required and formally reviewed in line with the PACT Policy review timetable.

2.0 Plan Activation

2.1 Circumstances

This Plan will be activated in response to an incident causing significant disruption to any Academy or premises of PACT, particularly the delivery of key/critical activities.

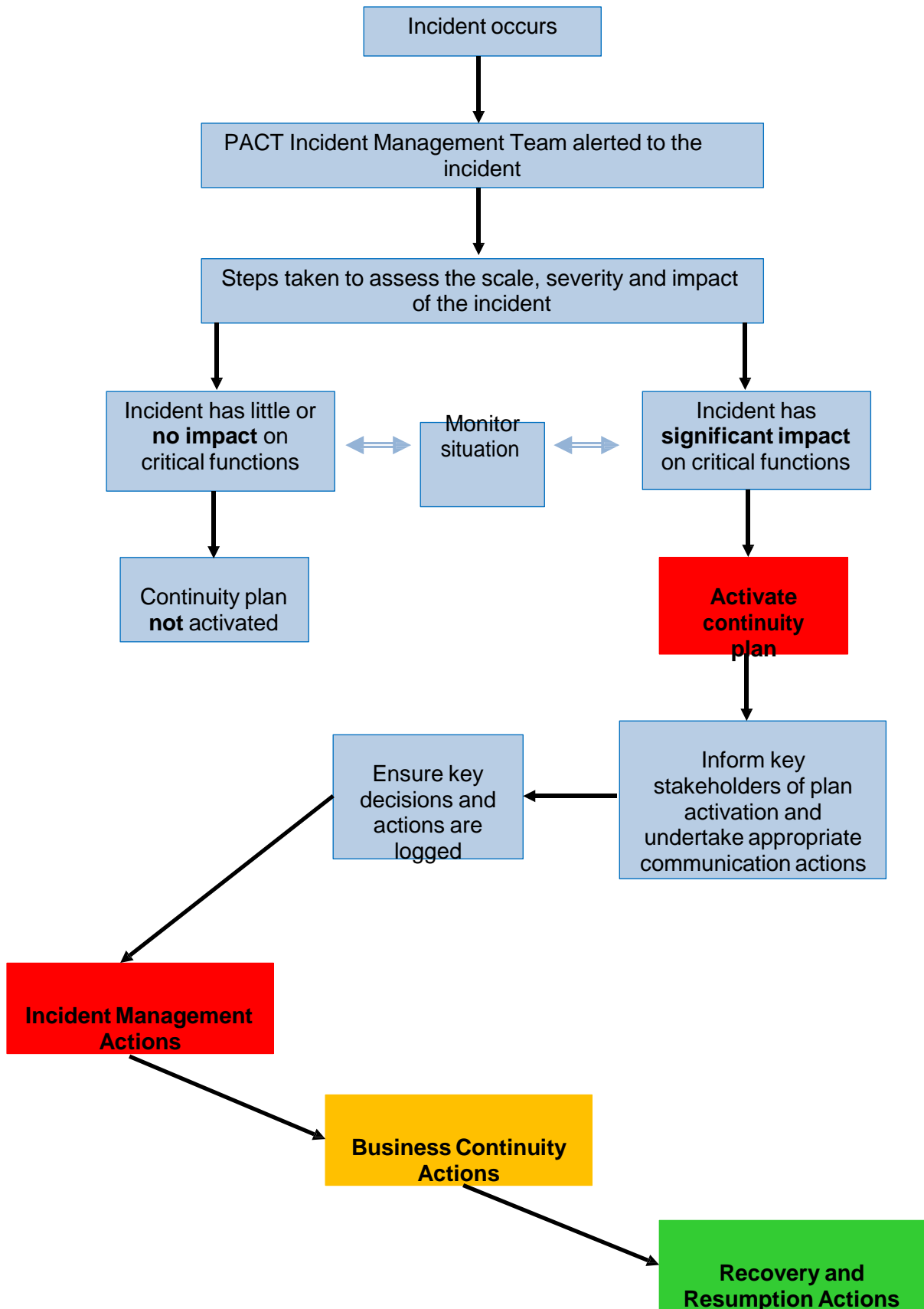
Examples of circumstances triggering activation of this Plan include:

- Loss of key staff or skills e.g. above normal levels of absenteeism due to illness or other scenarios such as severe weather, transport disruption
- Loss of critical systems e.g. ICT failure, power outage
- Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency with the Academy in the Emergency Service's cordon preventing access, , Academy facilities in use for General/Local Elections, severe weather scenarios or utilities failure
- Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical Academy activity such as your catering provider or any providers of transport e.g. for SEN pupils

2.2 Responsibility for Plan Activation

A member of the nominated **PACT Incident Management Team** will normally activate and stand down this Plan. It is recommended that the PACT Incident Management Team is made up of the same people who comprise the Crisis Management Team.

2.3 Activation Process



3.0 Roles and Responsibilities

3.1 PACT Incident Management Team

Please add/delete/amend as appropriate to your Academy's needs

Role	Responsibilities	Accountability / Authority
Principal and Head of Academy	<ul style="list-style-type: none"> ▪ Senior responsible owner of Business Continuity Management in the Academy ▪ Ensuring the Academy has capacity within its structure to respond to incidents ▪ Determining the Academy's overall response and recovery strategy 	The Principal has overall responsibility for day-to-management of the Academy, including lead decision-maker in times of crisis.
Business Continuity Coordinator	<ul style="list-style-type: none"> ▪ Business Continuity Plan development ▪ Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc ▪ Involving the Academy community in the planning process as appropriate ▪ Plan testing and exercise ▪ Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved ▪ Training staff within the Academy on Business Continuity ▪ Embedding a culture of resilience within the Academy, involving stakeholders as required 	Business Continuity Co-ordinator reports directly into the Principal and will usually be a member of the PACT Incident Management Team
Academy Incident Management Team <i>(including Business Continuity Coordinator and Principal)</i>	<ul style="list-style-type: none"> ▪ Leading the Academy's initial and on-going 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 on-going response actions ▪ Providing direction and leadership for the whole Academy community ▪ Undertaking response and communication actions as agreed in the plan ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Managing resource deployment ▪ Welfare of pupils ▪ Staff welfare and employment issues 	The Academy Incident Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident.

The following Staff have been identified as the PACT's Incident Management Team:

Name	Role	Contact Details
Jayne Everett	Principal	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: j.everett@pioneeract.org.uk
Rachel Ward	Head of Academy Parkside	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: r.ward@pioneeract.org.uk
Alex Steadman	Head of Academy Carlton	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: a.steadman@pioneeract.org.uk
Lisa Tabbner	Head of Academy Summerfields	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: l.tabbner@pioneeract.org.uk
Kim Wood	CFO PACT	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: k.wood@pioneeract.org.uk
Karen Hartshorne	Chair of Board	Mobile Number: [REDACTED] Home number: [REDACTED] Email Address: k.hartshorne@pioneeract.org.uk

3.2 Additional Response and Recovery Roles

Depending on the circumstances of the incident, it may be necessary to activate one or all of the roles described below.

Please add/delete/amend as appropriate to your Academy's needs

Role	Responsibilities	Accountability / Authority
Incident Record Keeper	<ul style="list-style-type: none"> Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately 	Reporting directly to PACT Incident Management Team.
Media Coordinator	<ul style="list-style-type: none"> Collating information about the incident for dissemination in Press Statements Liaison with the Trust's Press Officer to inform media strategy 	The Media Co-ordinator should assist with providing information to the Trust's Press Officer but should not undertake direct contact with Media.

Stakeholder Liaison	<ul style="list-style-type: none"> ▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all): <ul style="list-style-type: none"> ○ Governors/Directors ○ Parents/Carers/carers ○ Crossing Patrol ○ Academy Transport Providers ○ External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc 	All communications activities should be agreed by the PACT Incident Management Team. Information sharing should be approved by the Principal (or PACT Incident Management Team if the Principal is unavailable).
Facilities Coordinator (Premise manager)	<ul style="list-style-type: none"> ▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Liaison with the PACT Incident Management to advise on any issues relating to the Academy physical infrastructure ▪ Lead point of contact for any Contractors who may be involved in incident response 	Reporting directly to the PACT Incident Management Team.
ICT Coordinator	<ul style="list-style-type: none"> ▪ Ensuring the resilience of the Academy's ICT infrastructure ▪ Liaison with the Academy's ICT Lead and external providers ▪ Work with the Business Continuity Coordinator to develop proportionate risk responses 	ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues. In response to an incident, reporting to the PACT Incident Management Team.
Recovery Coordinator	<ul style="list-style-type: none"> ▪ Leading and reporting on the Academy's recovery process ▪ Identifying lessons as a result of the incident ▪ Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development 	Likely to already be a member of the PACT Incident Management Team; however will remain focussed on leading the recovery and resumption phase. Reports directly to Principal.

The following Academy staff have been identified as people who may be able to undertake additional roles in the response to an incident:

Name	Role	Contact Details
R Ward L Tabbner A Steadman	Incident Record Keeper	01226 722416 01226722480 01226722166
A Snowden/D Margrave A Caswell N Nurcombe	Stakeholder Liaison	01226 722480 01226 722416 01226 722166

A Snowden/D Margrave A Caswell N Nurcombe	Media Coordinator	01226 722480 01226 722416 01226 722166
L Harris E Phillips A Silverwood	Facilities Coordinator	01226 722480 01226 722416 01226 722166
Code Green SLA	ICT Coordinator	01226 774747
Principals	Recovery Coordinator	01226 723691

3.3 The Role of Directors and Local Governors

You may wish to add or amend this list in partnership with your Local Governing body

Role	Responsibilities	Accountability / Authority
Directors/ Local Board of Governors	<ul style="list-style-type: none"> ▪ Working in partnership with the Principal to provide strategic direction in planning for and responding to disruptive incidents ▪ Undertaking actions as required to support the Academy's response to a disruptive incident and subsequent recovery ▪ Acting as a 'critical friend' to ensure that the Academy Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable ▪ Monitoring and evaluating overall performance in developing Academy Resilience and reporting to Parents/Carers 	<p>Liaison with the Principal and PACT Incident Management Team in response to a crisis.</p> <p>Reporting progress in developing Business Continuity Plans to Parents/Carers</p>

4.0 Incident Management

Turn to Section 5 for pre-planned incidents or slowly developing scenarios that are not 'no notice' emergencies but have the potential to disrupt Academy activities e.g. flu pandemics, a pre-planned strike, forecast for heavy snow or a power cut.

4.1 Purpose of the Incident Management Phase

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

4.2 Incident Management Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
1.	Make a <i>quick</i> initial assessment: <ul style="list-style-type: none"> ▪ Survey the scene ▪ Assess (i.e. scale/severity, duration & impact) ▪ Disseminate information (to others) 	Gather and share information to facilitate decision-making and enhance the response <i>A full impact assessment form can be found in Appendix A</i>	<input type="checkbox"/>
2.	Call the Emergency Services (as appropriate)	TELEPHONE 999 Provide as much information about the incident as possible	<input type="checkbox"/>
3.	<ul style="list-style-type: none"> ▪ Evacuate the Academy/office building, if necessary. ▪ Consider whether it may be safer or better for the welfare of pupils/staff to stay within the Academy premises and congregate at a relative place of safety indoors. ▪ If there is time and it is safe to do so, consider the recovery of vital assets/equipment to enable delivery of critical Academy activities ▪ Notify relevant stakeholders of site evacuation 	<ul style="list-style-type: none"> ▪ Use normal fire evacuation procedures for the Academy ▪ Consider arrangements for staff/pupils with special needs ▪ If the decision is to stay within the Academy, ensure the assembly point is safe and take advice from Emergency Services as appropriate 	<input type="checkbox"/>
4.	Ensure all pupils, staff and any Academy visitors report to the identified Assembly Point.	The normal Assembly Point for the Academy is in the Academy playground. PACT office Assembly Point in the Car Park More details are given in the Academy's Health & Safety Policy document.	<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
5.	Check that all pupils, staff, contractors and any visitors have been evacuated from the building and are present. Consider the safety of all pupils, staff, contractors and visitors as a priority	Use Staff Lists, Teacher registers and Visitor signing in/out sheets.	<input type="checkbox"/>
6.	Ensure appropriate access to site for Emergency Service vehicles	Ensure any required actions are safe by undertaking a dynamic risk assessment	<input type="checkbox"/>
7.	Establish a contact point for all supporting personnel	Consider the availability of staff and who may be best placed to communicate information	<input type="checkbox"/>
8.	Identify PACT Incident Management Team to undertake specific emergency response roles	<i>Information on roles and responsibilities can be found in Section 3</i>	<input type="checkbox"/>
9.	Ensure a log of key decisions and actions is started and maintained throughout the incident	<i>The Log template can be found in Appendix A</i>	<input type="checkbox"/>
10.	Where appropriate, record names and details of any staff, contractors or visitors who may have been injured or affected by the incident as part of your incident record keeping	This information should be held securely as it may be required by Emergency Services or other agencies either during or following the incident	<input type="checkbox"/>
11.	Take further steps to assess the impact of the incident and then agree response / next steps	Continue to record key decisions and actions in the incident log <i>The impact assessment form can be found in Appendix B.</i>	<input type="checkbox"/>
12.	Log details of all items lost by pupils, staff, visitors etc as a result of the incident, if appropriate	<i>A form for recording this information is in Appendix C</i>	<input type="checkbox"/>
13.	Consider the involvement of EFA and external Services or Organisations who may be required to support the management of the incident in terms of providing additional resource, advice and guidance	Depending on the incident, the Academy's service suppliers may be able to provide relevant support.	<input type="checkbox"/>
14.	If appropriate, arrange contact with the Trust's Press Officer	Establish a media area if necessary.	<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
15.	Assess the key priorities for the remainder of the working day and take relevant action	<p>Consider actions to ensure the health, safety and well-being of the Academy community at all times.</p> <p>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.</p> <p><i>Business Continuity Strategies are documented in Section 5.3</i></p> <p>Consider the Academy's legal duty to provide free school meals and how this will be facilitated, even in the event of emergency Academy closure.</p>	<input type="checkbox"/>
16.	Ensure staff are kept informed about what is required of them	<p>Consider:</p> <ul style="list-style-type: none"> ▪ what actions are required ▪ where staff will be located ▪ notifying staff who are not currently in work with details of the incident and actions undertaken in response 	<input type="checkbox"/>
17.	Ensure pupils are kept informed as appropriate to the circumstances of the incident	<p>Consider communication strategies and additional support for pupils with special needs.</p> <p>Consider the notification of pupils not currently in Academy.</p>	<input type="checkbox"/>
18.	Ensure parents/carers are kept informed as appropriate to the circumstances of the incident. Parents/carers of those immediately affected by the incident will require additional considerations to ensure information is accurate and up-to-date.	<p>Agree arrangements for parents/carers collecting pupils at an appropriate time</p> <p>Consider how emergency communication needs will be established e.g. phone lines, answer machine message, website update.</p>	<input type="checkbox"/>
19.	Ensure Directors/Local Governors are kept informed as appropriate to the circumstances of the incident	<p>Agree how the PACT/Academy will communicate with Directors/Governors and the frequency of situation reports</p> <p>Local Radios may be useful in broadcasting key messages</p>	<input type="checkbox"/>
20.	Consider the wider notification process and the key messages to communicate	<p>Ensure all stakeholders are kept informed of contingency arrangements as appropriate, including putting details on the website.</p>	<input type="checkbox"/>
21.	Communicate the interim arrangements for delivery of critical PACT/Academy activities		<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick/cross as appropriate)
22.	Log all expenditure incurred as a result of the incident	Record all costs incurred as a result of responding to the incident <i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
23.	Seek specific advice/ inform the Insurance Company as appropriate	Insurance Policy details can be obtained from the PACT Office	<input type="checkbox"/>
24.	Ensure recording process in place for staff/pupils leaving the site	Ensure the safety of staff and pupils before they leave site and identify suitable support and risk control measures as required	<input type="checkbox"/>

5.0 Business Continuity

5.1 Purpose of the Business Continuity Phase

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

5.2 Business Continuity Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick as appropriate)
1.	Identify any other stakeholders required to be involved 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	<input type="checkbox"/>
2.	Evaluate the impact of the incident	Take time to understand the impact of the incident on 'business as usual' PACT/Academy activities by communicating with key stakeholders to gather information. Consider the following questions: <ul style="list-style-type: none"> ▪ Which PACT/Academy activities are disrupted? ▪ What is the impact over time if these activities do not continue? ▪ Would the impact be: <ul style="list-style-type: none"> ○ Manageable? <input type="checkbox"/> ○ Disruptive? <input type="checkbox"/> ○ Critical? <input type="checkbox"/> ○ Disastrous? <input type="checkbox"/> ▪ What are current staffing levels? ▪ Are there any key milestones or critical activity deadlines approaching? ▪ What are your recovery time objectives? ▪ What resources are required to recover critical activities? 	<input type="checkbox"/>
3.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3 below)	Consider: <ul style="list-style-type: none"> ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement Produce an action plan for this phase of response.	<input type="checkbox"/>

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick as appropriate)
4.	Log all decisions and actions, including what you decide not to do and include your decision making rationale	Use the Decision and Action Log to do this. <i>The log template can be found in Appendix A</i>	<input type="checkbox"/>
5.	Log all financial expenditure incurred	<i>The Financial Expenditure Log can be found in Appendix D</i>	<input type="checkbox"/>
6.	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and availability of staff	<input type="checkbox"/>
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc	<input type="checkbox"/>
8.	Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Parents/Carers, Directors/Governors, Suppliers, EFA, Central Government Agencies etc.	<input type="checkbox"/>

5.3 Business Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information (e.g. key contacts, details of arrangements, checklists)
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	
2.	Multi-skilling and cross-training to ensure staff are capable of undertaking different roles and responsibilities. This may involve identifying deputies, job shadowing, succession planning and handover periods for planned (already known) staff absence e.g. maternity leave	
3.	Using different ways of working to allow for reduced workforce. This may include: <ul style="list-style-type: none"> • Larger class sizes (subject to adult and child ratios) • Use of Teaching Assistants, Student Teachers, Learning Mentors etc • Accommodation at other PACT academies 	
4.	Suspending 'non-critical' activities and focusing on your priorities	
5.	Using mutual support agreements with other Academies	
6.	Ensuring staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements etc	

	Arrangements to manage denial of access to your premises or loss of utilities	Further Information (e.g. key contacts, details of arrangements, checklists)
1.	Using mutual support agreements with other PACT Academies or LA schools in the area	
2.	Pre-agreed arrangements with other premises in the community i.e. Libraries, Leisure Centres, High Schools	
3.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the Academy premises portfolio	
4.	Off-site activities e.g. swimming, physical activities, Academy trips	

	Arrangements to manage loss of technology / telephony / data / power	Further Information (e.g. key contacts, details of arrangements, checklists)
1.	Back-ups of key Academy data e.g. Server, CD or Memory Stick back-ups, photocopies stored on and off site, mirrored servers etc	
2.	Reverting to paper-based systems e.g. paper registers, whiteboards etc	
3.	Flexible lesson plans	
4.	Emergency generators and uninterruptible power supplies	
5.	Emergency lighting	

	Arrangements to mitigate the loss of key suppliers, third parties or partners	Further Information (e.g. key contacts, details of arrangements, checklists)
1.	Pre-identified alternative suppliers	
2.	Ensuring all material external providers have business continuity plans in place as part of contract terms	
3.	Insurance cover	
4.	Using mutual support agreements with other PACT Academies or LA schools in the area	
5.	Using alternative ways of working to mitigate the loss e.g. suspending activities, adapting to the situation and working around it	

6.0 Recovery and Resumption

6.1 Purpose of the Recovery and Resumption Phase

The purpose of the recovery and resumption phase is to resume 'business as usual' working practises for PACT 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.

6.2 Recovery and Resumption Actions

	ACTION	FUTHER INFO/DETAILS	ACTIONED? (tick as appropriate)
1.	Agree and plan the actions required to enable recovery and resumption of normal working practises	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.	<input type="checkbox"/>
2.	Respond to any on-going and long term support needs of staff and pupils	Depending on the nature of the incident, the PACT Incident Management Team may need to consider the use of Counselling Services	<input type="checkbox"/>
3.	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, using email, texts and the Academy/PACT website	<input type="checkbox"/>
4.	Carry out a 'debrief' of the incident with staff and the pupils' School Council. Complete a report to document opportunities for improvement and any lessons identified	The incident de-brief report should be reviewed by all members of the PACT Incident Management Team and in particular by the Business Continuity Coordinator to ensure key actions resulting from the incident are implemented within designated timescales. Directors / Local Governors may also have a role in monitoring progress in completing agreed actions to further develop the resilience of	<input type="checkbox"/>
5.	Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan. Ensure any revised versions of the Plan is read by all members of the Business Continuity Team	<input type="checkbox"/>

7.0 Appendices

Please insert page numbers upon plan completion

	Content
A	Events, Decisions and Actions Log Template
B	Impact Assessment Form
C	Lost Property Form
D	Financial Expenditure Log

Appendix B

Impact Assessment Form			
Completed By		Incident	
Date		Time	

Question	Logged Response	
How were you made aware of the incident?		
What is the nature of the incident? (e.g. type, location & severity)		
Are there any staff or pupil casualties or fatalities? (Complete casualty / fatality sheets if needed)		
Have the Emergency Services been called?		
Is the incident currently affecting Academy activities? If so, which areas?		
What is the estimated duration of the incident?		
What is the actual or threatened loss of workforce?	Over 50%	
	20 – 50%	
	1 – 20%	<input type="checkbox"/>
Has access to the whole site been denied? If so, for how long? (provide estimate if not known)		<input type="checkbox"/> <input type="checkbox"/>
Which work areas have been destroyed, damaged or made unusable?		
Is there evidence of structural damage?		
Which work areas are inaccessible but intact?		

Appendix B

Question	Logged Response
Are systems and other resources unavailable? (include computer systems, telecoms, other assets)	
If so, which staff are affected by the ICT disruption and how?	
Have any utilities (gas, electricity or water) been affected?	
Is there media interest in the incident? (likely or actual)	
Does the incident have the potential to damage the Academy's reputation?	
Other Relevant Information	

Appendix C

Lost Property Form			
Completed By		Incident	
Date		Time	

No.	Name	Status (e.g. staff, pupil visitor)	Details of possessions lost/left behind	
			What	Where left/lost
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				

Appendix D

Financial Expenditure Log				
Completed By		Incident		
Date		Time		
	Expenditure Details (<i>what, for whom etc</i>)	Cost	Payment Method	Transaction made by
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				