Business Continuity Plan

AVANTI SCHOOLS TRUST

This policy is in force until further notice from:	Jun-22
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Policy Author(s):	Matt Hassall
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Under the Trust's Scheme of Delegation this policy must be approved by A&R Committee Such approval was given on:	Audit and Risk Committee 30.06.22

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Business Continuity Plan

Statement of intent

AST recognises that whilst the safety of pupils, staff members and visitors on the school premises is paramount, it is not always under our control.

In an emergency, staff members will endeavour to take all reasonable actions to ensure the safety of all those on site.

The procedures in this policy aim to minimise disruption to the learning environment whilst ensuring the safety of all pupils, staff members and visitors, by responding to critical incidents as quickly and efficiently as possible.

This strategy sets out the Trust's policy for planning and responding to major incidents which affect the continuity of its business and the safety of its staff, pupils and stakeholders.

The Trust will ensure that business continuity management is embedded within its culture and that all those connected with the delivery of services, including partners and key suppliers are fully aware of their roles and responsibilities in ensuring business continuity.

Whilst no amount of planning can totally prevent accidents and problems occurring, it is recognised that some can be prevented and the effects of others minimised by taking sensible precautionary measures. The Trust expects that all staff will be familiar with the routines and procedures for dealing with emergencies. 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 or students/pupils or members of the public or any other visitors
- Loss of buildings, or part of or access to them
- Loss or failure of ICT systems
- Loss/shortage of staff
- Loss of critical suppliers or partners
- Adverse publicity and/or reputational impact

In the event of a critical incident the priorities of those in charge of the academy or trip will be to:
- Preserve life
- Minimise personal injury
- Safeguard the interests of all pupils and staff
- Minimise any loss to property and to return to normal working as quickly as possible.

Definitions

An emergency is any event which causes, or has the potential to cause injury, loss of life, damage to property or significant business disruption.

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.

Critical incidents include, but are not limited to, the following:

- The death of a pupil, staff member or governor

- A serious incident involving a pupil or staff member on, or off, the school premises

- An incident of serious violent crime

- A violent intrusion onto the premises, e.g. a bomb alert

- Extensive damage to school property

- A fire, flood or explosion

- The effects of disasters in the wider community

- Incidents whilst on educational visits

- Epidemics

- Exposure to hazardous substances near, or on, the school premises

- Loss or breach of ICT systems and/or data

Legal framework

This policy has due regard to all relevant legislation and statutory guidance including, but not limited to, the following:

- Workplace (Health, Safety and Welfare) Regulations 1992

- The Management of Health and Safety at Work Regulations 1999

- Health and Safety at Work etc. Act 1974

- The Regulatory Reform (Fire Safety) Order 2005

- DfE (2015) 'Emergency planning and response'

- DfE (2019) 'School and college security'

This policy operates in conjunction with the Trust/school risk assessments and policies (that may include the following):

- Health and Safety Policy

- Lockdown and Evacuation Risk Assessments

- Adverse Weather Policy

- Educational Trips and Visits Policy

- Complaints Procedures Policy

- Child Protection and Safeguarding Policy

- Fire Evacuation Plans

- Emergency Procedures Risk Assessment

Roles and Responsibilities

Education Director (ED)
The ED is responsible for the implementation and coordination of the BCP, including:

- Supporting the Principal on co-ordinating with members of the Central Team.
- Ensure the school immediately contacts 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.
- Supporting the Principal with coordination of status reports/communication for the benefit of all audiences (including staff, pupils, parents, LA, DFE, and press).
- Maintaining the BCP in an up-to-date format by delegating responsibility to the Head of Business Services for updates.

Principal
- Maintaining up-to-date records of critical incidents at the school.
- Ensuring that staff effectively understand the school's critical incident management plan.
- Ensuring that pupils are aware of the school's emergency evacuation procedures.
- Co-ordinate the disaster recovery with the Education Director and relevant members of the Central Team
- Lead the communications to parents, staff and pupils.
- Develop an Incident Management Team

Incident Management Team (IMT)
- The Principal will appoint five members of staff to form the school's critical incident management team. This team will be responsible for:
  - Ensuring that parents are kept informed about the situation.
  - Deciding when and how to re-open the school.

- o Organising and providing support for staff, pupils and others who have been directly affected.
- o Providing support for the families of those hurt or bereaved.
- o Ensuring the school effectively cooperates and liaises with the relevant bodies during investigations into critical incidents.
- o Dealing with continued interest from the media.
- o Ensuring the appropriate attendance of school members at funerals.
- o Organising memorial services, including the sending of flowers.
- In the event of a critical incident, the critical incident management team will work alongside the <u>Principal</u> in order to effectively fulfil their role, as outlined above.
- The team will collate and retain any records regarding the planning of, and response to, critical incidents, including written records and any recordings made via CCTV.
- The team will ensure that each member of staff involved in dealing with a critical incident has recorded all decisions that were made, any communication that was received and all tasks that were carried out.

Staff

Staff are required to co-operate with the IMT in support of the BCP.

In the event that staff are sent home, they should remain available during normal working hours to assist with necessary tasks. In this event the Trust will implement the appropriate remote working strategies with these teams. Staff should refrain from using social media to report or discuss any incident where the BCP has been activated.

Position	BCP Role	Name
Education Director	Education & Principal Support	Mike Ion
Estates Manager	Insurance Claims	Matthew Hassall
Estates Manager	Premises Management	Matthew Hassall
Network Manager	ICT Recovery	Matthew Pearn

Initial action

- Immediate action will be taken in order to safeguard pupils and staff, using the relevant emergency procedure to alert staff members.
- The alarm will be raised by the first adult at the scene of the incident.
- Members of the critical incident management team will ascertain the details of the incident.
- All initial information regarding the incident will be logged using the **Initial Action Form.**
- First aid will be administered by the first trained first aider at the scene of the incident.

- All first aid and medical treatment will be administered and recorded in line with the school's **First Aid Policy (within the H&S policy)**.
- The emergency services will be contacted and the following information will be given:
    - The emergency services required
    - Exact location of incident
    - Number of casualties
    - Number of injuries
    - Location and phone number of where the call is being made from
    - Any hazards which the emergency services may encounter on site
- Where possible, the school will remain open and normal routine will be maintained.

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:

- Closure authorised by the ED and Principal 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.
    - Parental authorisation can be provided by text message or email from a parental phone number which is already held on record
    - Consider use of Places of Safety (as described below).
- Notification of the school closure using the website (actioned by the Principal or other delegated school staff).
- Recording the closure on the home page of the school website (actioned by the School).
- Sending out text messages to all parents (actioned by the School).

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.

Off-Site Place of Safety
If it becomes necessary to evacuate the site completely, pupils will be escorted to the off-site 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.

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

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

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.

Replacement Site Facilities

The size and scope of facilities required for the school will vary according to circumstance. In the first instance contact should be made with the DFE RPA underwriters. The Trust and the IMT will always support this process.

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

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.

Emergencies during educational visits

- All staff members will act in accordance with the school's **Educational Trips and Visits Policy**, following the outlined procedures in the event of an emergency. Since this RA is unique to each school so for reference a sample copy form one of our schools is attached here.
- Critical incidents that occur on school trips will be managed in the same way as those that occur on the school premises.
- The **trip leader** is responsible for maintaining written records of any critical incidents that occur whilst on a trip, as well as the action which was taken and by whom.
- The **trip leader** is responsible for reporting the critical incident to the **Principal** immediately.
- Any critical incident that occurs on a school trip will be communicated to all staff members, ensuring that they are aware of any pupils who may suffer from shock.

Internal communications

- To aid communication within the school community, the school will collate an emergency contacts on our cloud based MIS which can be accessed remotely. This will include the following information:
    - Pupils' emergency contact details
    - Staff members' emergency contact details
- The following should be stored in the office and online:
    - Emergency contact details for the **LA**
    - Phone numbers for relevant travel companies
    - Phone numbers for regular supply staff

- The **<u>Principal</u>** is responsible for ensuring that this information is reviewed on a regular basis and is updated to reflect changes in staffing details.
- The school's internal communication systems will be used to alert staff members to a critical incident in the first instance, without alarming pupils unnecessarily.
- Staff members, pupils and parents will be informed of critical incidents in the most sensitive way possible.
- The parents of pupils who are directly involved in the incident will be contacted immediately using the emergency contact details provided to the school.
- Pupils will be informed of a critical incident in groups as small as practicable.
- Parents of pupils not directly involved in the incident will be contacted quickly and efficiently or as soon as is reasonably practicable.
- Members of the Central Team will be informed about the critical incident as soon as possible, and will be briefed about speaking to the press where required.
- During an emergency, staff members will use mobile phones to stay in contact with one another and communicate key messages.
- Staff briefings will be conducted following the occurrence of a critical incident, in order to further investigate the event and provide staff members with any updates.
- Routine staff meetings will provide an opportunity for staff members to raise any concerns about the school, including those in relation to emergency procedures and critical incidents.

After a critical incident
- Following the occurrence of a critical incident, the school's short terms aims include the following:
    - Contacting those directly involved
    - Inform the Trustees, SSC and the LA
    - Appropriately debriefing the school community
    - Attempting to maintain normal school routines
    - Making appropriate plans for attendance at funerals and memorials
    - Monitoring the wellbeing of staff and pupils, particularly those directly involved in the incident
    - Expressing sympathy to the families of those involved
    - Identifying vulnerable staff and pupils, ensuring they are aware of the support available to them

- In the medium term, the school's aims include the following:
    - Making arrangements for pupils involved to return to school
    - Arranging alternative teaching, where necessary
    - Providing support to staff members and pupils affected
    - Arranging consultations with educational psychologists, where necessary
    - Clarifying support arrangements and referring pupils for individual help, if appropriate
    - Keeping parents updated and informed

- In the longer term, the school's aims include the following:
    - Continuously monitor vulnerable pupils and staff members

- o Discussing how to mark anniversaries
- o Ensuring all staff members, including new staff, are aware of pupils affected by the incident
- o Acting sensitively to pupils' needs
- o Ensuring pupils and staff members know how to obtain further help, including via external support services

Handling complaints

AST recognises that the occurrence of a critical incident is a sensitive subject. Complaints or concerns regarding the school's critical incident arrangements should be made in accordance with the Trust's **Complaints Policy**. Additionally, Students, Parents, Carers and Staff can speak to or email the School Office to discuss any changes that have been made to the normal routines of school due to an emergency.

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
- Evacuation due to Nearby Incident

School Activity (statutory duties are in bold)	What may happen?	Impact on the school	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
EYFS	Potential to impact on development of Nursery & Reception Pupils Impact on reputation Potential for complaints	EYFSP end of year	Cross-skilling of staff so teaching can continue if staffing is reduced. Access to supply teaching staff.	Utilise teaching resources from other schools in the MAT MIS data back-up is cloud based so restore can take place.
KS1	Potential to impact on results & attainment of Year 1 & 2 Pupils Impact on reputation Potential for complaints	Key Stage 1 SATs in Summer Term each year Phonics Screening y1/2	Cross-skilling of staff so teaching can continue if staffing is reduced. Access to supply teaching staff.	Utilise teaching resources from other schools in the MAT MIS data back- up off site so restore can take place.
KS2	Potential to impact on results & attainment of Years 3-6 Pupils Impact on reputation Potential for complaints	Key Stage 2 SATs in Summer Term each year Y4 multiplication checks	Cross-skilling of staff so teaching can continue if staffing is reduced. Access to supply teaching staff. Prioritise over KS1 at critical times if necessary. Pupils at KS2 have more time to catch up on any missed work	Utilise teaching resources from other schools in the MAT MIS data back- up off site so restore can take place.
KS3	Potential to impact on results & attainment of Years 7-9 Pupils Impact on reputation Potential for complaints"		Access to supply teaching staff	Utilise teaching resources from other schools in the MAT MIS data back- up off site so restore can take place.

KS4	Potential to impact on results & attainment of Years 10-11 Pupils Impact on reputation Potential for complaints	GCSE's	Access to supply teaching staff Prioritise over KS3 at critical times if necessary. Pupils at KS4 have more time to catch up on any missed work	Utilise teaching resources from other schools in the MAT MIS data back- up off site so restore can take place.
KS5	Potential to impact on results & attainment of Years 12-13 Pupils Impact on reputation Potential for complaints	A-Levels	Access to supply teaching staff	Utilise teaching resources from other schools in the MAT MIS data back- up off site so restore can take place.
Safeguarding	Harm to an individual Potential culpability Damage to reputation		Refer to Trust/school safeguarding policy.	Meeting between safeguarding lead, deputies, pastoral managers and other appropriate staff to identify action relating to children at risk. Active maintenance of CPOMS system to ensure information integrity and access in event of site access failure. Communication with other agencies.
Catering	Unable to fulfil statutory obligations Hunger impacts on behaviour and performance	Free school meals and UFSM have to be provided. If there was no access to catering in the medium to long term we would need		Discuss alternatives with catering staff/provider.

		alternative arrangements for food preparation / free school meals / UFSM provision.		
ICT	No (or restricted) access to teaching materials Pupils unable to work online or use online resources Potential impact on performance of pupils and staff	Different key stages dependence on ICT varies. Loss would be more critical during online tests	Cloud backups in place	ICT Network Manager – reinstate by using back up
Extra Curricular / Wraparound / Open Days	Disappointed pupils Missed opportunities to enhance learning for pupils Damage to reputation		Existing staff to run extra-curricular activities where qualified.	Look for alternative providers
Facilities Management	Impact on cleanliness of the school General maintenance and upkeep of the school would not happen Potential health & safety risk	The MAT has an Estates Manager, who has the capacity to work across the MAT to provide support where required and to liaise with contractors etc	Leadership Team would open and close school in the short term.	Buy in external support

Operational Threat	Steps to Restore Normal Working	Action By Whom	Comments
Phone and ICT Communications Loss	Contact IT Network Manager and IT Manager	Business Support Manager, IT Engineer	Communications to Parents can be done by BSM/Central Team off-site, as communication system is cloud based
Finance Process Breakdown – payments to staff and suppliers fail	Contact Head of Finance	Business Support Manager, Principal	Payroll will be unaffected as its outsourced, IT Team will bring up back ups of finance servers
Utilities / Energy Supply failure	Contact Utilities Provider	Estates Manager	School may have to close, ED and Principal to decide.
Building Loss – partial or complete (Fire, Flood etc.)	Short Term: Share pupils amongst other schools in the MAT/Remote Learning Medium Term: Portacabins Long Term: Re-build/refurbish	Head of Capital, Education Director	
Evacuation due to Nearby Incident	Evacuation Procudure	Principal	
Lockdown due to Nearby Incident	Lockdown Procedure	Principal	
Fire	Fire Evacuation Procuedure	Principal	

Initial Action Form

In the event of a critical incident, this form should be completed by whoever received the alert in order to gather as much information as possible.

Name of the person informing about the incident:	
Emergency procedure carried out:	
Alert raised by:	
Details of the incident:	
Number of people involved:	
Details of staff members at the scene:	
People who have been informed:	
Exact location of the incident:	
Number of casualties and injuries:	
Details of any casualties and injuries:	

Action taken so far:	
Assistance needed:	
Form completed by:	
Job role:	