



## The Societas Trust

### Business Continuity Plan

**Name of academy**

Date of Policy	2026
Reviewed and Agreed by	The Directors' Board
Review Date	20 March 2024
Review Date	25 March 2026
Next Review Date	Spring 2028

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## Statement of intent

**Name of academy** is committed to protecting the welfare of our entire academy community and, as such, understands that clear and effective procedures need to be in place to outline the academy's response in a variety of situations.

Whilst most incidents within school can be dealt with following day-to-day academy procedures, there are more serious incidents which will require an established emergency response – these are as follows:

- An inability to carry out daily and/or critical activities
- Loss of life or serious injury to staff, pupils or members of the academy community/public
- Serious damage to, or loss of, a part of/full building or access to a building
- Adverse publicity and/or reputational impacts
- Loss or breach of ICT systems and/or data
- Loss or shortage of staff
- Loss of critical supplier or service

In line with the requirements of The Terrorism (Protection of Premises) Act 2025, also known as Martyn's Law, this plan also sets out the school's arrangements for preventing, preparing for and responding to hostile acts, including terrorist incidents. The school recognises that, while the risk is low, the impact of such incidents is potentially severe, and therefore adopts proportionate, reasonable measures to protect pupils, staff and visitors.

This Business Continuity Plan has been developed to ensure the academy is prepared for, and is able to recover from, unexpected disruptions that are critical to the academy.

## 1. Academy policies and procedures

1.1. This plan has been developed in accordance with, and will be implemented alongside, the following Trust & Academy policies and procedures:

- **Critical Incident Policy**
- **Bereavement Policy**
- **Cyber Response Plan**
- **Data and E-Security Breach Prevention and Management Plan**
- **Bomb Threat Policy**
- **Fire Safety Policy**
- **Invacuation, Lockdown and Evacuation Policy**
- **Strike Action Policy**
- **Infection Control Policy**

1.2. In line with the academy's Information Security Policy, the academy ensures that only relevant individuals have access to this Business Continuity Plan, with particular reference to the tables providing an overview of data held by the academy within this plan, to uphold data security.

1.3 The school has put in place effective lockdown, evacuation, invacuation and recovery arrangements to ensure preparedness for hostile or terrorist incidents.

## 2. Contact details

2.1. **Senior incident response team:**

**The senior incident response team usually involves the CEO / CFO along with the most senior members of the academy, such as the chair of the governing board, the headteacher and SBM.]**

Role	Name	Telephone number 1	Telephone number 2
<b><u>Must Include CEO</u></b>	<b><u>Jon Lovati</u></b>		
<b><u>Chair of LGB</u></b>	...		
<b><u>Headteacher</u></b>	...		
<b><u>Business Manager</u></b>	...		

2.2. **Coordinating incident response team:**

[The coordinating incident response team usually involves those with a leadership position within the academy responsible for coordinating a team, such as heads of department, subject leaders and heads of year.]

Role	Name	Telephone number 1	Telephone number 2
<b>KS2 lead</b>	<b>Joe Bloggs</b>	<b>0000</b>	<b>0000</b>

2.3. **Operational incident response team:**

[The operational incident response team will usually involve other staff within the academy, such as teachers and teaching assistants.]

Role	Name	Telephone number 1	Telephone number 2
<b>Year 2 class teacher</b>	<b>Joe Bloggs</b>	<b>0000</b>	<b>0000</b>

2.4. Academy staff and governors:

[Certain staff members may need to be contacted out of hours and informed of an incident. Insert details in the order of contact.]

Role	Name	Telephone number 1	Telephone number 2
<b>Site manager</b>	<b>Joe Bloggs</b>	<b>0000</b>	<b>0000</b>

2.5. External contacts:

Organisation/company	Type of service	Name of contact	Telephone number 1	Telephone number 2
<b>United Utilities</b>	<b>Water</b>	<b>Joe Bloggs</b>	<b>0000</b>	<b>0000</b>

### 3. Roles and responsibilities

3.1. The **headteacher** is responsible for:

- The overall implementation of this plan and ensuring that staff members are aware of their responsibilities.
- Liaising with the Trust on the implementation of this plan
- Ensuring the academy has the capacity to respond to unforeseen circumstances.
- Determining the academy's overall response and recovery strategy.
- Acting as part of the **senior incident response team** to coordinate a response to an incident.
- Taking lead responsibility for any decisions made during an incident.
- Maintaining the welfare of all staff and pupils.
  
- Acting as, or appointing, the responsible person to activate response plans during hostile or terrorist incidents, including making decisions relating to lockdown, invacuation, evacuation and liaison with emergency services.

3.2. The **business continuity coordinator** is responsible for:

- The development of the Business Continuity Plan.
- Acting as a key member of the **coordinating incident response team** and reporting directly to the headteacher.
- Developing continuity arrangements and strategies, e.g. alternative relocation sites and use of temporary staff.
- Ensuring staff, pupils, governors, and any other relevant individuals, are involved in the development of the plan.
- Actioning practice run throughs of the plan for different emergency situations.
- Conducting debriefs following an incident or practice run through to identify ways in which the plan can be improved.
- Maintaining a log of all key decisions and actions taken in relation to an incident.
- Ensuring relevant staff members are trained to undertake their responsibilities in relation to the plan.
- Maintaining the welfare of all staff and pupils.
- Ensuring this plan is routinely reviewed and updated where necessary.

3.3. The **senior incident response team** is responsible for:

- Announcing when an incident is taking place and activating the response as appropriate.
- Leading the academy's initial and ongoing response to an incident.
- Nominating a **media and communications coordinator**, as part of the **coordinating incident response team**, to lead on the academy's communication response with the media department at [media@societastrust.org.uk](mailto:media@societastrust.org.uk)

- Nominating a **recovery coordinator**, as part of the **coordinating incident response team**, to lead and report on the academy's recovery process, identify next steps to take following an incident, and work with the **business continuity coordinator** to ensure next steps are incorporated into the plan.
- Notifying relevant stakeholders of the incident, plan activation and ongoing response.
- Providing direction and leadership to the whole academy community.
- Managing the deployment of resources.
- Prioritising the recovery of key activities disrupted by the incident.
- Liaising with the **coordinating incident response team**.
- Maintaining the welfare of all staff and pupils.

3.4. The **coordinating incident response team** is responsible for:

- The general management and coordination of the incident response.
- Liaising with emergency services and children's services.
- Recommending the response of the **operational incident response team**.
- Maintaining a detailed log of the incident.
- Presenting possible options of response to the **senior incident response team**.
- Maintaining the welfare of all staff and pupils.

3.5. The **operational incident response team** is responsible for:

- Assisting with the recovery of the academy.
- Communicating to and from the **senior incident response team** and **coordinating incident response team**.
- Maintaining the welfare of all staff and pupils.

3.6. The **site manager** is responsible for:

- Maintaining the security of the academy premises during an incident.
- Communicating with the incident response teams during an incident with regards to any building or site issues.

3.7. The **data protection co-ordinator under the guidance of the (DPO- SBM Services)** is responsible for:

- Working alongside the **e-safety officer** to ensure the resilience of the academy's ICT equipment and security of the academy's data.
- Working with the **business continuity coordinator** to develop proportionate responses to a compromise of ICT equipment or loss of data.
- Leading the academy's response to a breach of the academy's ICT equipment and potential loss of data, in accordance with the **Information Security Policy**



<b><u>Catering</u></b>								
<b><u>ICT systems</u></b>								
<b><u>Examinations</u></b>								
<b><u>Site security and pupil safety during hostile incidents</u></b>								

## 6. Contractors

6.1. In line with [section 4](#) of this policy, the following contractors are responsible for carrying out the critical activities identified.

Critical activity	Name of contractor	Name of contact	Telephone number 1	Telephone number 2
<u>Catering</u>	<u>Food4Schools</u>	<u>Joe Bloggs</u>	<u>0000</u>	<u>0000</u>

## 7. Paper-based records

7.1. The academy has identified vital paper-based records that are not stored on the computer network which, if lost or damaged, would prevent or severely impair the academy's ability to deliver a service, or would lead to a high risk to the rights and freedoms of individuals. These are identified below.

Document type	Information held	Location	Duplicated? (Y/N)	Where are duplicates held?
<b>Admissions files</b>	<b>Pupils' personal data</b>	<b>Locked cabinet in staff room</b>	<b>N</b>	<b>N/A</b>

**8. Inventory – may leave blank as all academies have an asset register. If blank please signpost asset register and where to find it.**

8.1. The table below outlines the equipment located in different areas of the academy in order to assist with determining the level of damage and loss following an incident.

Equipment	Rooms					
	Staff room	Classroom 1	Classroom 2	Classroom 3	Classroom 4	Headteacher's office
Desks/tables	1	3	4	5	3	1
Chairs	2	20	20	20	20	2
Computer	1	3	5	2	1	1
Scanner	0	0	0	0	0	1
Printer	0	0	2	0	2	1

**9. High-value items – may leave blank as all academies have an asset register. If blank please signpost asset register and where to find it.**

9.1. The table below identifies any items held within the academy with a value over £500 – these have been included for insurance purposes following an incident.

Item	Make/model	Serial number	Item value at purchase	Purchase date	Owner (leased items only)	Termination date (leased items only)
<b>Safe</b>	<b>Chubb</b>	<b>236598-1</b>	<b>£700</b>	<b>30/05/2018</b>	<b>N/A</b>	<b>N/A</b>

## 10. Risk ratings

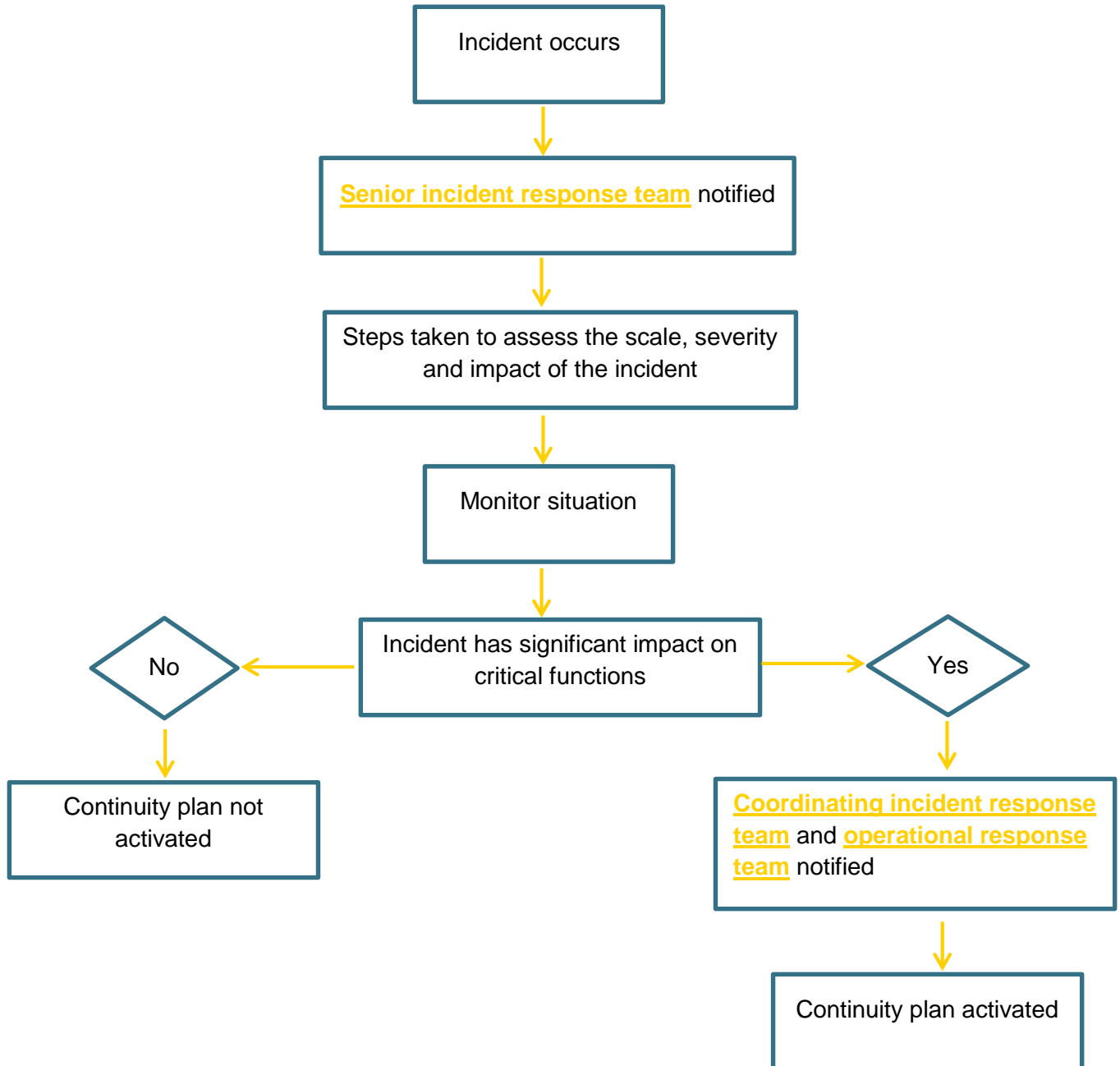
10.1. The academy has defined a risk-rating system to determine the likelihood of an incident occurring and the possible impact of such an incident.

Likelihood		Impact	
1	Low	1	Minor
2	Medium	2	Significant
3	High	3	Major

10.2. Risk-rating impacts are further defined below:

Risk-rating	Description
<b>Minor</b>	<ul style="list-style-type: none"> <li>• Disruption affects a single class, year group or other function and can be managed through normal operational activities</li> <li>• Disruption is not serious or widespread and is unlikely to affect school operations to a significant degree</li> <li>• No significant impact on staff or pupil safety</li> <li>• The <b>senior incident response team</b> needs to be notified and the incident needs to be monitored</li> <li>• Possible partial or full activation of the Business Continuity Plan</li> </ul>
<b>Significant</b>	<ul style="list-style-type: none"> <li>• Disruption affects more than one year group, class or other function and remains self-contained</li> <li>• The affected area has the capacity to manage the disruption – with or without support</li> <li>• May require activation of specific resources, e.g. ICT</li> <li>• Significant impact on staff or pupils' safety</li> <li>• <b>Senior incident response team</b> needs to be notified to discuss whether to activate the Business Continuity Plan</li> <li>• Escalation of the incident needs to be monitored</li> <li>• Likely partial or full activation of the Business Continuity Plan</li> </ul>
<b>Major</b>	<ul style="list-style-type: none"> <li>• Disruption affects the whole academy and possibly the local community</li> <li>• Major impact on pupil or staff safety</li> <li>• Affected area does not have the capacity to manage the disruption</li> <li>• Requires the activation of specific resources, e.g. ICT</li> <li>• <b>Senior incident response team</b> needs to be notified to discuss whether to activate the Business Continuity Plan</li> <li>• Escalation of the incident needs to be monitored</li> <li>• Activation of the Business Continuity Plan, where necessary</li> </ul>

## 11. Plan activation



## 12. Potential disruptions

The academy has identified five key disruptions that would be critical to the academy's ability to provide a service in the event of an incident, these are:

- Hostile act or terrorist incident
  - Loss of premises
  - Loss of staff
  - Failure of ICT systems
- Loss of services, e.g. electricity, gas, water or food

The incident response, continuity and recovery procedures outlined in sections [12](#), [13](#) and [14](#) of this plan are applicable to all incidents; however, the academy has identified specific provisions in addition to these procedures for each potential disruption.

### 12.1. Hostile act or terrorist incident

A hostile act or terrorist incident may involve an individual or individuals seeking to cause harm on or near the school premises. The school adopts proportionate measures to prepare for such incidents in line with Martyn's Law.

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Hostile or terrorist incident	<u>1</u>	<u>3</u>	<ul style="list-style-type: none"><li>• <u>Immediate lockdown, invacuation or evacuation as appropriate.</u></li><li>• <u>Contact emergency services.</u></li><li>• <u>Account for all pupils and staff.</u></li><li>• <u>Follow police instructions.</u></li><li>• <u>Communicate with parents.</u></li></ul>

## Loss of premises

12.2 Loss of premises may be caused as a result of fire, flood, loss of essential utilities or another incident. The academy has a duty to provide a safe, suitable and secure site for staff and pupils. The provisions outlined below are implemented in accordance with the following academy policies:

- **Fire Safety Policy**
- **Bomb Threat Policy**
- **Adverse Weather Policy**
- **Invacuation, Lockdown and Evacuation Policy**

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Complete loss of site	<b><u>2</u></b>	<b><u>3</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Alternative sites:</u></b> <ol style="list-style-type: none"> <li><b><u>1.</u></b></li> <li><b><u>2.</u></b></li> <li><b><u>3.</u></b></li> </ol> </li> <li>• <b><u>Agreements with local schools where there is capacity to accommodate additional pupils</u></b></li> <li>• <b><u>Off-site activities, e.g. physical activities, school trips</u></b></li> </ul>
Partial loss of site	<b><u>1</u></b>	<b><u>2</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Use of alternative on-site buildings</u></b></li> <li>• <b><u>Use of temporary accommodation</u></b></li> <li>• <b><u>Use of off-site facility if available</u></b></li> <li>• <b><u>Off-site activities, e.g. physical activities, school trips</u></b></li> </ul>
Temporary loss of premises (e.g. utility failure)	<b><u>3</u></b>	<b><u>1</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Virtual learning</u></b></li> <li>• <b><u>Off-site activities, e.g. physical activities, school trips</u></b></li> </ul>

## Loss of staff

12.3 Loss of staff is most likely to occur during adverse weather, strike action or an outbreak of disease. It is a critical function of the academy to provide a suitable number of teaching staff to deliver pupils' education. The provisions outlined below are implemented in accordance with the following academy policies:

- **Adverse Weather Policy**
- **Strike Action Policy**
- **Infection Control Policy**

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Adverse weather	<b><u>2</u></b>	<b><u>3</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Alternative teaching arrangements</u></b></li> <li>• <b><u>Alternative transport arrangements</u></b></li> <li>• <b><u>Academy closure</u></b></li> <li>• <b><u>Use of temporary staff</u></b></li> <li>• <b><u>Cross-skilling staff members</u></b></li> <li>• <b><u>Use of pre-prepared teaching materials</u></b></li> <li>• <b><u>Suspending non-critical activities</u></b></li> <li>• <b><u>Larger class sizes, where possible</u></b></li> <li>• <b><u>Mutual support agreements with other schools</u></b></li> </ul>
Strike action	<b><u>1</u></b>	<b><u>3</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Alternative teaching arrangements</u></b></li> <li>• <b><u>Alternative transport arrangements</u></b></li> <li>• <b><u>Academy closure</u></b></li> <li>• <b><u>Use of temporary staff</u></b></li> <li>• <b><u>Cross-skilling staff members</u></b></li> <li>• <b><u>Use of pre-prepared teaching materials</u></b></li> <li>• <b><u>Suspending non-critical activities</u></b></li> </ul>

			<ul style="list-style-type: none"> <li>• <b>Larger class sizes, where possible</b></li> <li>• <b>Mutual support agreements with other schools</b></li> </ul>
Outbreak of disease	<b>3</b>	<b>3</b>	<ul style="list-style-type: none"> <li>• <b>Alternative teaching arrangements</b></li> <li>• <b>Alternative transport arrangements</b></li> <li>• <b>Academy closure</b></li> <li>• <b>Use of temporary staff</b></li> <li>• <b>Cross-skilling staff members</b></li> <li>• <b>Use of pre-prepared teaching materials</b></li> <li>• <b>Suspending non-critical activities</b></li> <li>• <b>Larger class sizes, where possible</b></li> <li>• <b>Mutual support agreements with other schools</b></li> <li>• <b>Hygiene precautions</b></li> </ul>

### Failure of ICT systems

12.4 Failure of ICT systems may occur as a result of a fire or flood disaster or may be caused by a data security breach. The academy has a responsibility to uphold the security of all data it holds. The provisions outlined below are implemented in accordance with the following academy documents:

- **Information Security Policy**

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Failure of ICT system	<b>2</b>	<b>3</b>	<ul style="list-style-type: none"> <li>• <b>Back-up paper system</b></li> <li>• <b>Back-up server</b></li> <li>• <b>Disaster recovery contacts</b></li> <li>• <b>Off-site back-up arrangements</b></li> </ul>

			<ul style="list-style-type: none"> <li>• <b><u>'Cloud' arrangements – secure external network</u></b></li> <li>• <b><u>Virtual learning</u></b></li> <li>• <b><u>Report data loss to ICO where necessary</u></b></li> <li>• <b><u>Notify data subjects where necessary</u></b></li> </ul>
Loss of data	<b><u>1</u></b>	<b><u>3</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Back-up paper system</u></b></li> <li>• <b><u>Back-up server</u></b></li> <li>• <b><u>Disaster recovery contacts</u></b></li> <li>• <b><u>Off-site back-up arrangements</u></b></li> <li>• <b><u>Cloud arrangements – secure external network</u></b></li> <li>• <b><u>Report data loss to ICO where necessary</u></b></li> <li>• <b><u>Notify data subjects where necessary</u></b></li> </ul>

12.5 It is essential to maintain effective ICT back-up arrangements in order to prepare for, and recover from, any failure of an ICT system or loss of data. The **e-safety officer** is responsible for conducting regular ICT back-ups in accordance with the **Information Security Policy**.

12.6 The academy adopts the following back-up procedures for electronic data:

**[Outline your academy's back-up procedures, including how information is backed up, what information is included, how often it is saved, where it is stored and how information would be restored.]**

12.7 The academy records some information using paper-based records, for example, coursework or examination papers. The **e-safety officer** is responsible for maintaining paper records.

12.8 In line with [section 6](#) of this policy, the academy adopts the following back-up procedures for paper-based records:

**[Outline your academy's back-up procedures for paper-based records and the procedures in place to ensure information is stored as securely as possible.]**

**Loss of services**

12.9 Loss of services may occur, for example, where a service provider suffers a critical incident and they are no longer able to provide the service to the academy. The academy has a responsibility to ensure that pupils and staff are provided with a safe environment at all times. The following provisions outline the academy's response in the event of a loss of a service:

Disruption	Risk rating		Incident response
	Likelihood	Impact	
Electricity/gas loss	<b>2</b>	<b>3</b>	<ul style="list-style-type: none"> <li>• <b>Additional portable heaters</b></li> <li>• <b>Pre-identified alternative suppliers</b></li> <li>• <b>Insurance cover</b></li> <li>• <b>Mutual support agreements with other schools</b></li> </ul>
Water loss	<b>1</b>	<b>3</b>	<ul style="list-style-type: none"> <li>• <b>Pre-identified alternative suppliers</b></li> <li>• <b>Insurance cover</b></li> <li>• <b>Mutual support agreements with other schools</b></li> </ul>

### 13. Initial response

Requirement	Other action to take	Responsible person	Completed? (✓)
<b>Initial response</b>			
<b>Incident</b>			
Assess the severity of the incident	<ul style="list-style-type: none"> <li>• Determine:               <ul style="list-style-type: none"> <li>– The situation.</li> <li>– The impact on pupils and staff.</li> <li>– The scale/severity, duration and impact.</li> </ul> </li> <li>• Disseminate information to others.</li> <li>• Call emergency services if necessary.</li> <li>• Evacuate/invacuate/lockdown the academy building if necessary.</li> </ul>		
Headteacher / Deputy Headteacher or Business	<ul style="list-style-type: none"> <li>• Explain in full the outcome of the assessment of the severity of the incident and plan next steps.</li> </ul>		

Manager to inform the CEO or CFO in the absence of the CEO			
Nominate individuals to carry out the following roles: <ul style="list-style-type: none"> <li>• Business continuity</li> <li>• Communications</li> <li>• Log-keeping</li> <li>• Media management (all media management is handled by the Trust)</li> <li>• Resources</li> <li>• Welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Information on responsibilities found in <a href="#">section 3</a> of the Business Continuity Plan.</li> <li>• Remember to: <ul style="list-style-type: none"> <li>– Allocate tasks amongst the <b><u>senior incident response team</u></b>.</li> <li>– Ensure staff are clear about their responsibilities.</li> <li>– Establish the location and frequency of meetings.</li> </ul> </li> </ul>		
Inform all other staff of the incident	<ul style="list-style-type: none"> <li>• Contact the <b><u>coordinating incident response team</u></b></li> <li>• Contact the <b><u>operational incident response team</u></b></li> <li>• Inform all other staff and governors as appropriate</li> </ul>		
Consider how the incident affects extended services	<ul style="list-style-type: none"> <li>• Liaise with extended services as necessary</li> </ul>		
Maintain a log of any injuries sustained to pupils, staff or visitors	<ul style="list-style-type: none"> <li>• Ensure the log is provided to emergency services</li> </ul>		
Work closely with other services, e.g. emergency services, as required	<ul style="list-style-type: none"> <li>• Provide information to those arriving on the premises.</li> <li>• Ascertain the whereabouts of all pupils, staff and visitors and ensure emergency services are aware of anyone who is unaccounted for</li> </ul>		
Contact relatives of those involved in the incident if appropriate	<ul style="list-style-type: none"> <li>• Decide the most appropriate method – if the incident is very serious, liaise with the police about informing next of kin</li> </ul>		
Where the incident involves failure of ICT systems or a loss of data, take steps to maintain security of systems as appropriate	<ul style="list-style-type: none"> <li>• Liaise with <b><u>e-safety officer</u></b> and <b><u>DPO (SBM Services)</u></b> to maintain security of the academy's network and data</li> <li>• Refer to the <b><u>Information Security Policy</u></b></li> <li>• Attempt to recover important documentation</li> <li>• Contact organisations which can assist with document recovery if necessary</li> </ul>		

	<ul style="list-style-type: none"> <li>• Notify the ICO of personal data breach within 72 hours, if necessary</li> <li>• Notify data subjects of personal data breach, if necessary</li> </ul>		
<b>Resources</b>			
Secure academy premises	<ul style="list-style-type: none"> <li>• Consider disabling utility supplies</li> </ul>		
Maintain access to the academy entrance	<ul style="list-style-type: none"> <li>• Ensure emergency services can access the academy premises as required</li> <li>• Prevent parking in restricted zones</li> </ul>		
Work with academy staff and the emergency services to control access to the academy	<ul style="list-style-type: none"> <li>• Advise staff to check the identity of others when arriving at the academy premises</li> <li>• Provide authorised visitors with ID badges and ensure they sign in and out</li> <li>• Ensure media access is controlled</li> <li>• Advise emergency services of any property related issues or hazards, e.g. asbestos, and provide with a site map if appropriate</li> </ul>		
<b>Welfare</b>			
Establish arrangements to meet the welfare needs of pupils, staff, parents, visitors and others	<ul style="list-style-type: none"> <li>• Identify pupils who may require additional support: <ul style="list-style-type: none"> <li>– Those with SEND</li> <li>– Those with other medical needs</li> <li>– Those with personal emergency evacuation plans</li> <li>– Any individual who is particularly vulnerable or badly affected, e.g. a witness to the incident</li> </ul> </li> <li>• Identify any staff members, volunteers, parents or others who may be particularly affected by the incident</li> </ul>		
<b>Log-keeping</b>			
Attend meetings held by the <b><u>senior incident response team</u></b>	<ul style="list-style-type: none"> <li>• Keep a log of important information, actions taken and decisions made</li> </ul>		
Ensure that each member of staff keeps an incident log	<ul style="list-style-type: none"> <li>• Incident logs should be regularly communicated to the appropriate incident response team, who should then communicate to other response teams</li> </ul>		
<b>Communications</b>			

Dedicate telephone lines for incoming and outgoing calls	<ul style="list-style-type: none"> <li>• Arrange extra support at reception if necessary</li> </ul>		
Record a new message on the academy answerphone if appropriate	<ul style="list-style-type: none"> <li>• Consider setting the phone to 'answer only' mode</li> </ul>		
Inform those involved in the response of any communication difficulties, e.g. poor signal	<ul style="list-style-type: none"> <li>• Help staff with any communication needs</li> </ul>		
<b>Media management</b>			
Organise appropriate responses to media requests	<ul style="list-style-type: none"> <li>• Seek support from the Trust media department: <a href="mailto:media@societastrust.org.uk">media@societastrust.org.uk</a></li> </ul>		
Control media access to the premises, staff and pupils	<ul style="list-style-type: none"> <li>• Avoid allowing access to the site, pupils or staff unless there is a reasonable reason to do so and consent has been sought</li> <li>• Liaise with the police if necessary</li> <li>• Designate a specific area for the media, away from the academy entrance (in line with advice obtained from the Trust)</li> </ul>		
Develop a brief media statement to provide to the Trust (nb Individual academies are not to liaise with the media – this will be handled by the Trust)	<ul style="list-style-type: none"> <li>• Information must be limited until facts are clear and all parents have been notified. Any media statements will be released by the Trust.</li> </ul>		

## 14. Business continuity

Requirement	Other action to take	Responsible person	Completed? (✓)
<b>Ongoing response</b>			

Incident			
Nominate a main contact for the coordination of the response	<ul style="list-style-type: none"> <li>Continue to liaise with emergency services as required</li> </ul>		
Continue to allocate tasks for each incident response team	<ul style="list-style-type: none"> <li>Work closely with the <b>senior incident response team</b> to coordinate actions and resolve any complications or difficulties</li> <li>If the response is likely to last for a significant amount of time, e.g. longer than <b>two hours</b>, consider staff rotation</li> </ul>		
Plan to maintain critical activities	<ul style="list-style-type: none"> <li>Consider how the following activities are maintained: <ul style="list-style-type: none"> <li>Immediate and ongoing priorities</li> <li>Communication strategies</li> <li>Resource availability</li> <li>Deployment of resources</li> <li>Roles and responsibilities</li> <li>Finance</li> <li>Monitoring and reporting on the situation</li> <li>Stakeholder engagement</li> <li>Welfare issues</li> <li>Planning the recovery of non-critical activities</li> </ul> </li> </ul>		
Minimise disruption to education	<ul style="list-style-type: none"> <li>Ensure arrangements are in place to keep the academy open and maintain normal routines wherever possible</li> </ul>		

	<ul style="list-style-type: none"> <li>• Ensure parents are informed of any changes to the academy routine</li> </ul>		
Ensure regular briefings are given	<ul style="list-style-type: none"> <li>• Give briefings to: <ul style="list-style-type: none"> <li>– The Trust</li> <li>– Staff</li> <li>– Pupils</li> <li>– Parents</li> <li>– Governors</li> <li>– Services – emergency or otherwise</li> </ul> </li> </ul>		
Work closely with the individual at the Trust responsible for media management to provide regular briefings to the media	<ul style="list-style-type: none"> <li>• Seek support from other organisations such as the nominated DPO – SBM Services if necessary</li> </ul>		
Ascertain whether all necessary individuals have been informed of the incident	<ul style="list-style-type: none"> <li>• In the event of a serious injury or fatality, ensure the HSE has been informed in line with RIDDOR</li> </ul>		
Seek advice on legal and insurance issues if appropriate	<ul style="list-style-type: none"> <li>• If the incident is a crime scene, seek advice from the police and other emergency services</li> </ul>		
<b>Resources</b>			
Liaise with utility suppliers as required			
Establish safe and secure areas to assist with the response	<ul style="list-style-type: none"> <li>• Areas may include: <ul style="list-style-type: none"> <li>– Media briefing room</li> <li>– Briefing area for parents</li> <li>– <b><u>Senior incident response team</u></b> briefing room</li> </ul> </li> </ul>		

<p>Liaise with staff and other organisations to provide access to facilities and resources as required</p>	<ul style="list-style-type: none"> <li>• If necessary, open or close parts of the academy premises</li> <li>• Liaise with the <b>business continuity coordinator</b> to establish temporary accommodation, if required</li> </ul>		
<p>Ensure the academy premises is secure</p>	<ul style="list-style-type: none"> <li>• Provide temporary fencing around damaged areas and arrange for broken windows to be boarded, for example</li> </ul>		
<b>Welfare</b>			
<p>Assess the welfare of those involved</p>	<ul style="list-style-type: none"> <li>• Continue to monitor and provide support for those that have been affected by the incident</li> <li>• Ensure staff take regular rest periods</li> </ul>		
<p>Determine arrangements for returning pupils to their parents</p>	<ul style="list-style-type: none"> <li>• Ensure members of staff are available to meet families</li> </ul>		
<p>Inform pupils of the incident</p>	<ul style="list-style-type: none"> <li>• Seek support from educational psychologists about the best way to inform pupils, if necessary</li> <li>• Ensure pupils are spoken to before they leave the academy premises to determine if any extra support is needed</li> <li>• Ensure religious and cultural factors are considered wherever necessary</li> </ul>		
<b>Log-keeping</b>			

Keep accurate records of any individual admitted to hospital or treated by the emergency services	<ul style="list-style-type: none"> <li>• Ensure records are communicated to the <b><u>senior incident response team</u></b></li> </ul>		
Keep accurate records of all items lost by pupils, staff or visitors	<ul style="list-style-type: none"> <li>• Ensure records are communicated to the <b><u>senior incident response team</u></b></li> </ul>		
Keep accurate records of all expenditure incurred	<ul style="list-style-type: none"> <li>• Record all costs incurred as a result of the incident response</li> </ul>		
<b>Communications</b>			
Consider the most effective arrangements for contacting pupils' parents	<ul style="list-style-type: none"> <li>• Ensure a record of all calls made to parents is maintained</li> </ul>		
Liaise with the individual responsible for media management about contacting local radio stations			
Liaise with the <b><u>business continuity coordinator</u></b> to communicate to parents	<ul style="list-style-type: none"> <li>• Consider letters home that include information on: <ul style="list-style-type: none"> <li>– The details of the incident.</li> <li>– How their child was involved.</li> <li>– The actions taken to support those involved.</li> <li>– Who to contact if they have any concerns or queries.</li> </ul> </li> </ul>		
<b>Media management all media enquiries to be directed to <a href="mailto:media@societastrust.org.uk">media@societastrust.org.uk</a></b>			
The Trust will devise an ongoing strategy for handling media requests	<ul style="list-style-type: none"> <li>• The trust will work closely with the media to establish</li> </ul>		

	<p>what information is required and any deadlines</p> <ul style="list-style-type: none"> <li>Gather information from the <b>senior incident response team</b> and other organisations as appropriate</li> </ul>		
Provide regular statements to the media	<ul style="list-style-type: none"> <li>Ensure messages are accurate</li> <li>Ensure the protection of identities is considered</li> <li>All press releases need to be checked and agreed by emergency services</li> </ul>		
Advise staff on where to direct media enquiries (NB: all media enquiries to be directed to the nominated person at the Trust via email <a href="mailto:media@societastrust.org.uk">media@societastrust.org.uk</a> )	<ul style="list-style-type: none"> <li>Ask staff, pupils and parents to avoid speculation when talking to the media</li> <li>Avoid the spread of misinformation by ensuring individuals are clear on where to direct enquiries</li> <li>Ensure there is a plan in place to manage any distress that could be caused by ongoing police enquiries, legal proceedings or media attention</li> </ul>		

## 15. Recovery

Requirement	Other action to take	Responsible person	Completed? (✓)
<b>Recovery</b>			
<b>Incident</b>			

Nominate an individual to act as the main point of contact for the recovery process	<ul style="list-style-type: none"> <li>• Allocate tasks amongst the different response teams</li> </ul>		
Ensure that post-incident support is available to anyone who requires it	<ul style="list-style-type: none"> <li>• Ensure access is given to educational psychologists</li> <li>• Allow staged returns to school where necessary</li> <li>• Staff member will visit the pupil at home or hospital, if applicable, to determine necessary support NB – a minimum of 2 staff to attend home visits</li> </ul>		
Minimise disruption to education	<ul style="list-style-type: none"> <li>• Put arrangements in place for remote learning where possible</li> <li>• Work with academy staff to restore the usual school routine as much as possible</li> </ul>		
Work closely with <b>senior incident response team</b> in organising remedial work	<ul style="list-style-type: none"> <li>• Organise remedial work to the academy premises</li> <li>• Via the Trust, liaise with insurance companies and other organisations as appropriate</li> <li>• In the event of a public health incident, consider ordering infection control supplies and increasing the cleaning regime</li> </ul>		
Complete any necessary forms or paperwork	<ul style="list-style-type: none"> <li>• Ensure an inventory is held of any equipment that has been damaged or lost</li> </ul>		

	<ul style="list-style-type: none"> <li>• Arrange for important items/documentation to be recovered, replaced or destroyed</li> </ul>		
Arrange debriefs	<ul style="list-style-type: none"> <li>• Debriefs should be arranged for all staff, pupils, parents and visitors</li> <li>• Represent the academy at other debriefs which may take place</li> </ul>		
Initiate a review of the Business Continuity Plan	<ul style="list-style-type: none"> <li>• Review should be held in conjunction with the different incident response teams to discuss effectiveness and any changes required</li> </ul>		
Consider contacting nearby schools	<ul style="list-style-type: none"> <li>• Inform them of any important issues relating to the incident</li> </ul>		
<b>Resources</b>			
Procure temporary classrooms if required			
Arrange a site visit with relevant personnel involved in the recovery phase, e.g. the Trust or nominated Health and Safety provider and emergency services			
<b>Welfare</b>			
Introduce a strategy to monitor and support pupils and staff particularly affected by the incident	<ul style="list-style-type: none"> <li>• Ensure all staff are aware of this strategy</li> <li>• Offer pupils and staff the opportunity for psychological support and counselling</li> <li>• Ensure pupils and staff know how to access the above services</li> </ul>		

	<ul style="list-style-type: none"> <li>• Arrange any support required and ensure this is in place for as long as necessary</li> <li>• Ensure pupils have access to areas where they can take a timeout if necessary</li> </ul>		
Consider which pupils need to be briefed, how and who by	<ul style="list-style-type: none"> <li>• Provide opportunities for pupils to discuss their experiences</li> <li>• Ensure all new pupils are made aware of the incident and how the academy and/or community were affected</li> </ul>		
<b>Log-keeping</b>			
Collate all incident logs and make copies if necessary			
Ensure records are archived securely	<ul style="list-style-type: none"> <li>• Ensure these are available to necessary staff members for future reference</li> </ul>		
<b>Communications and Media management</b>			
Provide ongoing updates to all pupils and parents	<ul style="list-style-type: none"> <li>• Organise an event for parents to discuss any issues or concerns</li> </ul>		
Assist the <b>business continuity coordinator</b> with providing remote learning, if necessary			
Via the Trust check that information in the public domain is accurate and up-to-date			
Keep the media informed of developments in the recovery process (NB: all media enquiries to be directed to the nominated	<ul style="list-style-type: none"> <li>• Ensure a positive image is maintained</li> </ul>		

person at the Trust via email  
media@societastrust.org.uk)

- Be aware of the media's interest in memorials or anniversaries of the event

# Activity Log

<b>Completed by:</b>		<b>Sheet number:</b>	
<b>Incident:</b>			
<b>Time</b>	<b>Log details</b>	<b>Further action required</b>	<b>Signed by</b>

# Financial Expenditure Log

<b>Completed by:</b>		<b>Date:</b>		
<b>Incident:</b>				
<b>Time</b>	<b>Details</b>	<b>Cost (£)</b>	<b>Transaction method</b>	<b>Authorised by</b>