# Horizon Academy Trust

Where anything is possible

## BUSINESS CONTINUITY PLAN

**Approved and signed by the Board of Trustees' Finance, Resources & Operations Committee**

**28 November 2019**

**AUTUMN TERM 2019**

Date of next review: Autumn Term 2021

| Review/Approve | By Whom | Date | Review Date |
|---|---|---|---|
| Approved | Trust Board | 28/11/2019 | Autumn 2021 |
| | | | |
| | | | |
| | | | |

**Detailing arrangements for Recovery and Resumption of Normal Academy Activity**

# Table of Contents

## 1.0   About this Plan

### 1.1   Plan Purpose

To provide a flexible response so that Horizon Academy Trust 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 Horizon Academy Trust functions and premises are covered by this Plan.

### 1.3   Plan Owner

The Horizon Academy Trust CEO is this Plan's Owner and responsible for ensuring that it is maintained, exercised and updated in accordance with Horizon Academy Trust 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 |
|------|------|------------|
| Terry Dunn | Chair of Trustees | 28.11.2019 |
| Michael Dodd | Chief Executive Officer | 28.11.2019 |
| Name of Headteacher/Executive Headteacher of Academy | Executive Headteacher\Headteacher | 28.11.2019 |
| Claire Purdue | Chief Finance Officer | 28.11.2019 |
| Sarah Whiteley | Chief Operations Officer | 28.11.2019 |

### 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 Horizon Academy Trust 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 Horizon Academy Trust, 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 **Horizon Academy Trust Incident Management Team** will normally activate and stand down this Plan.

## 2.3 Activation Process

```
                        ┌─────────────────┐
                        │  Incident occurs │
                        └────────┬─────────┘
                                 │
                                 ▼
          ┌────────────────────────────────────────────┐
          │  Horizon Academy Trust Incident Management  │
          │             Team alerted to the             │
          │                   incident                  │
          └──────────────────┬─────────────────────────┘
                             │
                             ▼
          ┌────────────────────────────────────────────┐
          │ Steps taken to assess the scale, severity   │
          │      and impact of the incident             │
          └──────┬──────────────────────────────┬──────┘
                 │                               │
                 ▼                               ▼
    ┌─────────────────┐   ┌──────────┐   ┌─────────────────┐
    │ Incident has    │◄─►│ Monitor  │◄─►│ Incident has    │
    │ little or       │   │ situation│   │ significant     │
    │ no impact on    │   │          │   │ impact on       │
    │ critical        │   │          │   │ critical        │
    │ functions       │   │          │   │ functions       │
    └────────┬────────┘   └──────────┘   └────────┬────────┘
             │                                     │
             ▼                                     ▼
    ┌─────────────────┐                  ┌─────────────────┐
    │ Continuity plan │                  │    Activate     │
    │  not activated  │                  │  continuity     │
    │                 │                  │     plan        │
    └─────────────────┘                  └─────────────────┘
```

- Incident occurs
- Horizon Academy Trust Incident Management Team alerted to the incident
- Steps taken to assess the scale, severity and impact of the incident
- Incident has little or **no impact** on critical functions
- Monitor situation
- Incident has **significant impact** on critical functions
- Continuity plan **not** activated
- **Activate continuity plan**
- Ensure key decisions and actions are logged
- Inform key stakeholders of plan activation and undertake appropriate communication actions
- **Incident Management Actions**
- **Business Continuity Actions**
- **Recovery and Resumption Actions**

### 3.0 Roles and Responsibilities

### 3.1 Horizon Academy Trust Incident Management Team

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

| Role | Responsibilities | Accountability / Authority |
|------|------------------|----------------------------|
| Executive Headteacher (EHT) Headteacher (HT) | <ul><li>Senior responsible owner of Business Continuity Management in the Academy</li><li>Ensuring the Academy has capacity within its structure to respond to incidents</li><li>Determining the Academy's overall response and recovery strategy</li></ul> | The EHT/HT has overall responsibility for day-to-management of the Academy, including lead decision-maker in times of crisis. |
| Business Continuity Coordinator | <ul><li>Business Continuity Plan development</li><li>Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc</li><li>Involving the Academy community in the planning process as appropriate</li><li>Plan testing and exercise</li><li>Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved</li><li>Training staff within the Academy on Business Continuity</li><li>Embedding a culture of resilience within the Academy, involving stakeholders as required</li></ul> | Business Continuity Co-ordinator reports directly into the CEO and will usually be a member of the Horizon Academy Trust Incident Management Team |
| Academy Incident Management Team *(including Business Continuity Coordinator and CEO)* | <ul><li>Leading the Academy's initial and on-going response to an incident</li><li>Declaring that an 'incident' is taking place</li><li>Activating the Business Continuity Plan</li><li>Notifying relevant stakeholders of the incident, plan activation and on-going response actions</li><li>Providing direction and leadership for the whole Academy community</li><li>Undertaking response and communication actions as agreed in the plan</li><li>Prioritising the recovery of key activities disrupted by the incident</li><li>Managing resource deployment</li><li>Welfare of pupils</li><li>Staff welfare and employment issues</li></ul> | 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 Horizon Academy Trust's Incident Management Team:

| Name | Role | Contact Details |
|---|---|---|
| Michael Dodd | CEO Horizon Academy Trust Executive Head Teacher of Biggin Hill and Cleeve Primary Schools | Mobile Number:<br>Home number:<br>Email Address: |
| Name of Headteacher/Executive Headteacher | Head Teacher of XXXXXXXX XXXX Primary School | Mobile Number:<br>Home number:<br>Email Address: |
| Claire Purdue | CFO Horizon Academy Trust | Mobile Number:<br>Home number:<br>Email Address: |
| Sarah Whiteley | COO Horizon Academy Trust | Mobile Number:<br>Home number:<br>Email Address: |
| Name of Chair of Governors | Chair of LGB | Mobile Number:<br>Home Number:<br>Email Address: |
| Terry Dunn | Chair of Trustees | Mobile Number:<br>Home number:<br>Email Address: |
| Enter Name Here | Enter Role | Mobile Number:<br>Home number:<br>Email Address: |
| Enter Name Here | Enter Role | Mobile Number:<br>Home number:<br>Email Address: |

## 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 | ▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately | Reporting directly to Horizon Academy Trust Incident Management Team. |

| | | |
|---|---|---|
| Media Coordinator | ▪ Collating information about the incident for dissemination in Press Statements<br>▪ Liaison with the Media Relations Team to inform media strategy | The Media Co-ordinator should assist with providing information to the Media Relations Team but should not undertake direct contact with Media unless advised by them. |
| Stakeholder Liaison | ▪ Co-ordinating communication with key stakeholders as necessary. This includes (but does not cover all):<br>  o Governors/Directors<br>  o Parents/Carers/carers<br>  o Crossing Patrol<br>  o Academy Transport Providers<br>  o External agencies e.g. Emergency Services, Health and Safety Executive (HSE) etc | All communications activities should be agreed by the Horizon Academy Trust Incident Management Team.<br>Information sharing should be approved by the Headteacher (or Horizon Academy Trust Incident Management Team if the Headteacher is unavailable). |
| Facilities Coordinator (Sie Facilities officer/manager) | ▪ Undertaking duties as necessary to ensure site security and safety in an incident<br>▪ Liaison with the Horizon Academy Trust Incident Management to advise on any issues relating to the Academy physical infrastructure<br>▪ Lead point of contact for any Contractors who may be involved in incident response | Reporting directly to the Horizon Academy Trust Incident Management Team. |
| ICT Coordinator | ▪ Ensuring the resilience of the Academy's ICT infrastructure<br>▪ Liaison with the Academy's ICT Lead and external providers<br>▪ Work with the Business Continuity Coordinator to develop proportionate risk responses | ICT Coordinator reports directly to the Business Continuity Coordinator for plan development issues.<br>In response to an incident, reporting to the Horizon Academy Trust Incident Management Team. |
| Recovery Coordinator | ▪ Leading and reporting on the Academy's recovery process<br>▪ Identifying lessons as a result of the incident<br>▪ Liaison with Business Continuity Coordinator to ensure lessons are incorporated into the plan development | Likely to already be a member of the Horizon Academy Trust Incident Management Team; however will remain focussed on leading the recovery and resumption phase. Reports directly to CEO. |

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 |
|---|---|---|
| Please insert name of identified staff who can perform this role | Incident Record Keeper | |
| Please insert name of identified staff who can perform this role | Stakeholder Liaison | |
| Please insert name of identified staff who can perform this role | Media Coordinator | |
| Please insert name of identified staff who can perform this role | Facilities Coordinator | |
| Please insert name of identified staff who can perform this role | ICT Coordinator | |
| HeadTeacher or Executive Headteacher | Recovery Coordinator | |

### 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 | ▪ Working in partnership with the Headteacher to provide strategic direction in planning for and responding to disruptive incidents<br>▪ Undertaking actions as required to support the Academy's response to a disruptive incident and subsequent recovery<br>▪ Acting as a 'critical friend' to ensure that the Academy Business Continuity Plan is fit-for-purpose and continuity arrangements are robust and reliable<br>▪ Monitoring and evaluating overall performance in developing Academy Resilience and reporting to Parents/Carers | Liaison with the Headteacher and Horizon Academy Trust Incident Management Team in response to a crisis.<br>Reporting progress in developing Business Continuity Plans to Parents/Carers |

### 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 *quick* initial assessment:<br>• Survey the scene<br>• Assess (i.e. scale/severity, duration & impact)<br>• Disseminate information (to others) | Gather and share information to facilitate decision-making and enhance the response<br><br>*A full impact assessment form can be found in Appendix A* | ☐ |
| **2.** | Call the Emergency Services (as appropriate) | **TELEPHONE 999**<br>Provide as much information about the incident as possible | ☐ |
| **3.** | • Evacuate the Academy/office building, if necessary.<br>• 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.<br>• 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<br>• Notify relevant stakeholders of site evacuation | • Use normal fire evacuation procedures for the Academy<br>• Consider arrangements for staff/pupils with special needs<br>• If the decision is to stay within the Academy, ensure the assembly point is safe and take advice from Emergency Services as appropriate<br>• Implement the Academy Emergency Policy | ☐ |
| **4.** | Ensure all pupils, staff and any Academy visitors report to the identified Assembly Point. | The normal Assembly Point for the Academy is the XXXXXXXXX | ☐ |

| | 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, contactors and visitors as a priority | Use Staff Lists, Teacher registers and Visitor signing in/out sheets. | ☐ |
| **6.** | Ensure appropriate access to site for Emergency Service vehicles | Ensure any required actions are safe by undertaking a dynamic risk assessment | ☐ |
| **7.** | Establish a contact point for all supporting personnel | Consider the availability of staff and who may be best placed to communicate information | ☐ |
| **8.** | Identify Horizon Academy Trust Incident Management Team to undertake specific emergency response roles | *Information on roles and responsibilities can be found in Section 3* | ☐ |
| **9.** | Ensure a log of key decisions and actions is started and maintained throughout the incident | *The Log template can be found in Appendix A* | ☐ |
| **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 | ☐ |
| **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 *The impact assessment form can be found in Appendix B.* | ☐ |
| **12.** | Log details of all items lost by pupils, staff, visitors etc as a result of the incident, if appropriate | *A form for recording this information is in Appendix C* | ☐ |
| **13.** | Consider the involvement of ESFA 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. | ☐ |
| **14.** | If appropriate, arrange contact with the Media Relations Team | Establish a media area if necessary. | ☐ |

| | 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 | Consider actions to ensure the health, safety and well-being of the Academy community at all times.<br>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.<br>*Business Continuity Strategies are documented in Section 5.3*<br><br>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. | ☐ |
| **16.** | Ensure staff are kept informed about what is required of them | Consider:<br>▪ what actions are required<br>▪ where staff will be located<br>▪ notifying staff who are not currently in work with details of the incident and actions undertaken in response | ☐ |
| **17.** | Ensure pupils are kept informed as appropriate to the circumstances of the incident | Consider communication strategies and additional support for pupils with special needs. Consider the notification of pupils not currently in Academy. | ☐ |
| **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. | Agree arrangements for parents/carers collecting pupils at an appropriate time<br>Consider how emergency communication needs will be established e.g. phone lines, answer machine message, website update. | ☐ |
| **19.** | Ensure Directors/Local Governors are kept informed as appropriate to the circumstances of the incident. | Agree how the Horizon Academy Trust/Academy will communicate with Directors/Governors and the frequency of situation reports. | ☐ |
| **20.** | Consider the wider notification process and the key messages to communicate. | Local Radio Stations may be useful in broadcasting key messages | ☐ |
| **21.** | Communicate the interim arrangements for delivery of critical Horizon Academy Trust/Academy activities | Ensure all stakeholders are kept informed of contingency arrangements as appropriate, including putting details on the website. | ☐ |

| | 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<br>*The Financial Expenditure Log can be found in Appendix D* | ☐ |
| **23.** | Seek specific advice/ inform the Insurance Company as appropriate | Insurance Policy details can be obtained from the Academy Office/Horizon Academy Trust Office | ☐ |
| **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 | ☐ |

## 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 | ☐ |
| **2.** | Evaluate the impact of the incident | Take time to understand the impact of the incident on 'business as usual' Horizon Academy Trust/Academy activities by communicating with key stakeholders to gather information. Consider the following questions:<br>▪ Which Horizon Academy Trust/Academy activities are disrupted?<br>▪ What is the impact over time if these activities do not continue?<br>▪ Would the impact be:<br>    o Manageable?<br>    o Disruptive?<br>    o Critical?<br>    o Disastrous?<br>▪ What are current staffing levels?<br>▪ Are there any key milestones or critical activity deadlines approaching?<br>▪ What are your recovery time objectives?<br>▪ What resources are required to recover critical activities? | ☐ |
| **3.** | Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (See Section 5.3 below) | Consider:<br>    ▪ Immediate priorities<br>    ▪ Communication strategies<br>    ▪ Deployment of resources<br>    ▪ Finance<br>    ▪ Monitoring the situation<br>    ▪ Reporting<br>    ▪ Stakeholder engagement<br>Produce an action plan for this phase of response. | ☐ |

| | 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. *The log template can be found in Appendix A* | ☐ |
| **5.** | Log all financial expenditure incurred | *The Financial Expenditure Log can be found in Appendix D* | ☐ |
| **6.** | Allocate specific roles as necessary | Roles allocated will depend on the nature of the incident and availability of staff | ☐ |
| **7.** | Secure resources to enable critical activities to continue/be recovered | Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc | ☐ |
| **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, ESFA, Central Government Agencies etc. | ☐ |

## 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:<br>• Larger class sizes (subject to adult and child ratios)<br>• Use of Teaching Assistants, Student Teachers, Learning Mentors etc<br>• Accommodation at other Horizon Academy Trust 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 Horizon Academy Trust 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 Horizon Academy Trust 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 Horizon Academy Trust 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. | ☐ |
| 2. | Respond to any on-going and long term support needs of staff and pupils | Depending on the nature of the incident, the Horizon Academy Trust Incident Management Team may need to consider the use of Counselling Services | ☐ |
| 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/Horizon Academy Trust website | ☐ |
| 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 Horizon Academy Trust 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 | ☐ |
| 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 | ☐ |

## 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 |

*Please insert page numbers upon plan completion*

Appendix A

| Log of Events, Decisions and Actions | | | |
|---|---|---|---|
| **Completed by** | | **Sheet Number** | |
| **Incident** | | **Date** | |
| **Time** **24hr clock** | **Log Details** | | |
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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?<br>(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?<br>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% | | |
| Has access to the whole site been denied? If so, for how long? (provide estimate if not known) | | | |
| 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 (cont.)

| 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** *(what, for whom etc)* | **Cost** | **Payment Method** | **Transaction made by** |
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |
| 7 | | | | |
| 8 | | | | |
| 9 | | | | |
| 10 | | | | |
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| 12 | | | | |
| 13 | | | | |