



Business Continuity Plan

Reviewing Member of Staff: DLB
Date approved by Trustees: June 2023
Review Date: June 2024

The Balcarras Trust Business Continuity Plan

Business Continuity is a management process that provides a framework to ensure the resilience of our Trust in the event of an incident or business disruption. It ensures the continuation of services while protecting our reputation – a failure to deliver services could potentially put children at risk. In putting this document together we recognise that Business Continuity Plans need to be clear, concise and tailored to the needs of the organisation – but that no ‘one size fits all’ solution exists.

The causes of service disruptions that may have a significant impact include:

- Loss of premises
- IT failure (including a Ransomware attack or some such assault on the Trust’s IT systems)
- Loss of utility supply (e.g. electricity, gas, water)
- Loss of personnel
- Loss of telecommunications
- Loss of supplier

Business Continuity Plan

This Business Continuity Plan is simply the documentation of agreed procedures and information that is developed and maintained in readiness for use in an incident or service disruption to enable a service or organisation to continue delivering its critical activities. It is important to note that the plan should be accessible given a range of scenarios and stored both in hard copy and electronically, with at least one copy held off site for added resilience. Non-critical activities may need to be suspended. The plan may need to be read in conjunction with the individual school’s ‘Emergency Response Procedure’. It is also worth noting that each school in the Trust will maintain a risk register.

	Action	Further Info/Details	Date Actioned
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 facilitate 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 the normal operations of the Trust and its schools	
3	Log all decisions and actions, including what you decide not to do and include your decision making rationale	Activity log	
4	Log all financial expenditure incurred	Financial expenditure log	

5	Allocate specific roles as necessary	Roles allocated will depend on the nature of the incident and the availability of staff members	
6	Secure resources to enable critical activities to continue or be recovered	All IT systems to be backed up twice a day so that all records can be accessed even in the event of a Ransomware attack. The only risk to this would be a sustained regional powercut. Each school in the Trust should keep paper records of contact details	
7	Deliver appropriate communication actions as require	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders	

Recovery and Resumption

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

	Action	Further Info/Details	Date Actioned
1	Agree and plan the actions required to enable recovery of normal trust/school operations	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated	
2	Respond to any ongoing and long-term support needs of staff members and pupils	Depending on the nature of the incident, there may be a need to consider the use of counselling services	
3	Once recovery actions are complete, communicate the return to normal school operations	Ensure all staff members are aware that the business continuity plan is no longer in effect via briefing	
4	Debrief staff members (and possibly pupils) about the incident		
5	Complete a report to document opportunities for improvement and any lessons identified. This	The incident report should be reviewed by all members of the management team. Governors may also have a role in monitoring progress in completing	

	report should be read be overseen by the Core Executive team of the Trust (and the Senior Management Team of the individual School) and should be presented to the Trustees for approval	agreed actions to further develop the resilience of the school	
6	The Trustees should review this continuity plan in light of lessons learnt from the incident and the response to it	Implement recommendations for improvement and update this plan. Ensure any revised versions of the plan are read by all members of the management team	

Depending on the nature of the incident it might be that The Balcarras Trust would need to seek additional support, help or guidance. As a Multi Academy Trust our first resort would be to make contact with the Regional Director's Office in Bristol. The RD has responsibility for all academy schools in the southwest. If we needed emergency support or help, for example, in securing temporary accommodation, then this would be the first avenue to explore.

We might also need to contact the local authority depending on the nature of the incident.

The Trust and each of its schools are members of the RPA Insurance Scheme for Academies.

Important Contacts

Each School in the Trust is required to keep an Emergency Response Plan which is updated annually. This includes all of the relevant contact details in an emergency.

If any of our schools entered into a Business Continuity situation then the following information might be important.

The Trust's contact at the Regional School's Commissioner's Office in Bristol is:

Joe Bishop

Gloucestershire Delivery Team
Regional Delivery Directorate South West
2 Rivergate, Bristol, BS1 6EH

Tel: 01325 792554

Email: joe.BISHOP@education.gov.uk

The Trust's important contacts at the local authority is:

Clare Medland
Head of Service - Commissioning for Learning
Education, Children's Services
clare.medland@gloucestershire.gov.uk
Tel : 01452 328686 Mobile: 07770 302439

Gareth Vine
Universal Commissioning Manager
Gloucestershire County Council
Shire Hall, Westgate Street, Gloucester. GL1 2TP
Tel: 01452 427547
Email: gareth.vine@gloucestershire.gov.uk

In the event that the Balcarras site was not useable we would take up office at The High School Leckhampton. Similarly if the crisis meant that the High School Leckhampton had a crisis event office space would be made available at Balcarras.

If for whatever reason this were not possible we have an agreement with Pittville School that they would provide us with an office which could be used as a central base to plan our Business Continuity Response. The contact details of Pittville School are:

Richard Gilpin, Headteacher
Email: r.gilpin@pittville.gloucs.sch.uk
Tel 01242 524787

Contact Details for RPA are:

RPA.DFE@education.gov.uk

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