



WMG ACADEMY TRUST

BUSINESS CONTINUITY PLANNING / DISASTER RECOVERY POLICY

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WMG ACADEMY FOR YOUNG ENGINEERS

BUSINESS CONTINUITY PLANNING POLICY

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1. Introduction

The purpose of this policy is to document the WMG Academy's response to an incident which affects the normal delivery of education at any of the Academies within the Trust.

The purpose of the plan is to ensure that an academy is able to:

- respond to a disruptive incident (incident management)
- maintain delivery of critical activities during an incident (business continuity)
- effectively manage the return to 'business as usual' (resumption and recovery)

Examples of circumstances triggering activation of this policy include a loss of people, facilities or equipment:

- 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
- Event impacting the wellbeing of students e.g. significant injury
- Loss of infrastructure e.g. Flood, 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 emergency service's cordon preventing access
- Loss of a key resource e.g. an external supplier/partner vital to the delivery of a critical school activity such as catering services being unavailable

The actions set out within this policy can also be activated when it is determined that there is imminent risk of an incident e.g. severe weather alert. In the case of an imminent risk, the situation will be constantly monitored until such time that either action is needed or the level of risk returns to normal.

All incidents will be categorised by the CEO to ensure a managed response to the incident including deployment of any contingency measures needed to return the academy affected to normal operation. Staff must be familiar with this policy and raise any queries immediately with the CEO as the owner of Business Continuity Planning.

The plan will be stored 'off-site' within the WMG Executive Office 'Document Library' using Google Drive (via RM) thereby ensuring that the plan is available at all times irrespective of the accessibility of academy IT or premises.

2. Linked information

- Emergency contact procedure
- Emergency contacts list
- Staff contact list (refer to EveryHR)
- Fire emergency evacuation plan (Fire Procedures)
- Cyber security policy

3. Incident response process

All incidents will be categorised in order to facilitate resumption and recovery. The categories are summarised in the following table.

Incident category	Welfare	Facilities
Category 1	Minor impact e.g. Event external to the academy which may affect a large number of students.	Reduced availability of facilities, school remains open.
Category 2	Significant incident impacting on the welfare of students in the academy.	Academy will remain closed for 1-2 days.
Category 3	Major incident likely to have a traumatic impact on a significant number of students or staff.	Major incident, academy expected to be closed for more than 2 days.

The CEO (or designated duty manager) will normally activate and stand down the arrangements set out in this policy. All incidents will normally follow the same process as detailed in the table below:

Ref	Task	Responsibility	Outcome
1	Incident identified. Report to duty SLT.	Any member of staff. Key-holding service (MITIE).	Incident reported to duty SLT.
2	Initial response: As necessary, check that statutory agencies are informed.	Duty SLT	Confirmation that emergency services have been contacted, if required. As needed, preservation of evidence.
3	Escalate to CEO (or delegated manager).	Duty SLT	CEO informed of initial facts.
4	Categorise and appoint Incident Manager.	CEO	CEO agrees categorises (0 = not to be managed as an incident or category 1-3). Incident manager confirmed.
5	Incident manager and recovery team confirmed.	CEO	Roles established and communicated.
6	Recovery team – plan and coordinate all actions needed to reduce incident level to 0.	Recovery team	Action to enable business continuity, resumption action and recovery.
7	Review of lessons learned – for all incidents.	Recovery team	List of changes needed to facilitate response to issues in the future.

4. Business Continuity

The purpose of the business continuity phase is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption. During an incident, it is likely that some 'non critical' activities may need to be suspended for a period of time.

Business Continuity Strategies

	Arrangements to manage a loss or shortage of Staff or skills	Further Information
1.	Use of temporary staff e.g. Supply Teachers, Office Staff etc	Use existing suppliers for cover teachers. Consider using University of Warwick if incident is also affecting other local academies/schools.
2.	Using different ways of working to allow for reduced workforce, which may include: <ul style="list-style-type: none"> • Larger class sizes • Use of Learning Assistants and other staff to supervise lessons 	

	<ul style="list-style-type: none"> Distance learning – e.g. Google Classroom (or other platforms) to deliver lessons to students 	
3.	Suspending 'non critical' activities	
4.	Collaboration with Westwood Academy, other WMG Academies or with other local schools/colleges/UTCs (Aston)	

	Arrangements to manage loss of access/use of premises	Further Information
1.	Localising the incident e.g. isolating the problem and utilising reduced areas within the academy.	
2.	Collaboration with Westwood (Coventry Academy Only) or other WMG academies.	
3.	Using facilities at the University of Warwick, Coventry University or other local HEIs or FE colleges.	Share contingency facilities across Solihull/Coventry/any other academy within the Trust, providing transport to students/staff to enable this.
4.	Exams to be relocated to local sports centres, which may be approved by exam boards in an emergency.	Coventry: Excel Centre Solihull: North Solihull Sports Centre
	Arrangements to manage loss of technology including telephony / data / power	Further Information
1.	Our distributed cloud-based architecture mitigates against the usual vulnerabilities associated with holding data locally on site. Measures to protect the academies include the establishment of Multi-Factor Authentication, which has been implemented via RM Unify. Student data is held in Bromcom and CPOMS; emails are held in Google Workspace; HR data is held within EveryHR; Financial data is held within PS Financials. Contingency broadband available to be set-up.	Networks are monitored 24/7 for early detection and remedy by the Academy's Managed Service Provider who work at ISO27000 standards. Staff are trained to minimise human error as a cause for cyber attack.
2.	Back-up of information held locally	Any on-site data is backed up to a cloud-based system under the management of the Academies IT Service Provider
3.	Uninterruptible Power Supply (UPS) to enable managed shut-down of local servers.	
4.	Cyber Awareness	Cyber Awareness Training is provided to all staff, via an approved NCSC course, specifically for the Education Sector. https://www.ncsc.gov.uk/information/cyber-security-training-schools

		GDPR training is done annually via the Judicium platform (spring term).
5.	Offline backups of cloud based services	These may be considered for replicating essential cloud-based service data, such as Google.
	Arrangements to mitigate the loss of key suppliers, third parties or partners	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Ensuring all external service providers have business continuity plans in place as part of contract terms	Key service providers: RM - ISO27000 Bromcom - ISO27000 PS Financials - ISO27000 CPOMS - ISO27000 Every HR - ISO27000
2.	Using mutual support agreements with other academies and business partners to the academy.	

The following tables show the generic plan for business continuity against the three categories of incidents.

The appendix identifies a checklist of tasks for the Recovery Management Team to consider depending on the nature of the incident.

5. Resumption and recovery

The purpose of the recovery and resumption phase is to deliver a managed return to 'business as usual'. Where the impact of the incident is prolonged, 'normal' operations may need to be delivered under new circumstances e.g. from a different location. The appendix identifies a checklist of tasks for the Recovery Management Team to consider depending on the nature of the incident.

Incident management – reduced availability of educational facilities

Incident category	Impact	Example	Staff	Students	Parents	Board/Governors	EFSA/LA/RD of DfE	Sponsors and business partners	Suppliers
Category 1	Reduced facilities, school remains open	Flood, utility supply (including broadband), major vandalism etc affecting a limited parts of the premises which can be safely isolated.	Email to all staff by Incident manager.	As students arrive for school.	As necessary, usually after the event via weekly newsletter.	Via normal reporting.	Not normally necessary	Not normally necessary	Not normally necessary
Category 2	Academy will remain closed for 1-2 days	Snow, heating failure.	Emergency contact procedure	Emergency contact procedure	Emergency contact procedure	Inform chair of Governors and Chair of Trust, where possible, before instruction issued to close.	Not normally necessary	Not normally necessary	Identify suppliers affected eg Cleaning, Mail. Contract

									Manager to contact.
Category 3	Major incident, academy expected to be closed for more than 2 days	Fire, crime scene	Emergency contact procedure. Daily updates to all staff by line manager.	Emergency contact procedure. Daily updates until recovery arrangements in place.	Emergency contact procedure Daily updates until recovery arrangements in place.	Extraordinary Governors meeting (conference call) as soon as major incident is declared and inform Chair of Trust.	Inform EFA and Coventry City Council and involve as necessary with recovery plan.	Immediately inform University of Warwick Press Office	Identify suppliers needed for business recovery. General email to all suppliers.

Incident management – student welfare

Incident category	Impact	Example	Staff	Students	Parents	Board/Governors	EFA/ LA	Sponsors and business partners	Suppliers
Category 1	Minor impact. Event external to the academy which may affect a large	National/local incident affecting the wider community.	Email to all staff by Incident manager.	As determined by CEO.	As necessary, usually after the event via weekly newsletter.	Via normal reporting.	Not normally necessary	Not normally necessary	Not normally necessary

	number of students.								
Category 2	Significant incident impacting on the welfare of students in the academy.	Major incident in another local school or affecting a student whilst not in the care of the academy.	Emergency contact procedure	As determined by CEO.	As determined by CEO.	Inform chair of Governors and Chair of Trust, where possible, before instruction issued to close.	Not normally necessary	Immediately inform University of Warwick Press Office	Not normally necessary
Category 3	Major incident likely to have a traumatic impact on a significant number of students or staff.	Injury/incident to student or persons in the care of the academy - requiring involvement of outside agencies (Police, HSE).	Emergency contact procedure. Daily updates to all staff by line manager.	Provision of counselling to all staff and students.	Emergency contact procedure Daily updates until recovery arrangements in place.	Extra-ordinary governors meeting (conference call) as soon as major incident is declared and inform Chair of Trust.	Inform EFA and Coventry City Council and involve as necessary with recovery plan.	Immediately inform University of Warwick Press Office.	Identify suppliers affected eg Cleaning,

6. Roles and responsibilities

Role	Responsibilities	Authority
CEO/Trust Board	<ul style="list-style-type: none"> ▪ Owner of Business Continuity Management for the WMG Academy/s for Young Engineers. ▪ Ensuring the School/s have the necessary capabilities to respond to incidents ▪ Determining the School's overall response and recovery strategy ▪ Declaring that an 'incident' is taking place 	The CEO has overall responsibility for day-to-management of the academy, including lead decision-maker in times of crisis.
IT & Facilities Manager	<ul style="list-style-type: none"> ▪ Ongoing development of the Business Continuity Plan ▪ Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc. ▪ Plan testing ▪ Conducting 'debriefs' following any incident, test or exercise to identify lessons and ways in which the plan can be improved ▪ Training staff ▪ Embedding a culture of resilience within the School, involving stakeholders as required ▪ Undertaking duties as necessary to ensure site security and safety in an incident ▪ Undertaking duties as necessary to protect data and enable system access. ▪ Lead point of contact for any contractors who may be involved in incident response 	<p>Business Continuity Coordinator liaises directly with the CEO and will be a member of the Recovery Management Team.</p> <p>Reporting directly to Recovery Management Team.</p>
Recovery Management Team	<ul style="list-style-type: none"> ▪ Leading the academy's initial and ongoing response to an incident ▪ Welfare of students and staff ▪ Notifying relevant stakeholders of the incident, plan activation and ongoing response actions ▪ Providing direction and leadership for the whole academy community ▪ Undertaking response and communication actions as agreed in the plan ▪ Prioritising the recovery of key activities disrupted by the incident ▪ Coordinating communication with key stakeholders as necessary. 	The Recovery Management Team has the delegated authority to authorise all decisions and actions required to respond and recover from the incident. The team reports directly to the CEO.
EA to the CEO ("Loggist")	<ul style="list-style-type: none"> ▪ Ensuring that all key decisions and actions taken in relation to the incident are recorded accurately 	Reporting directly to the CEO.
Media Management	<ul style="list-style-type: none"> ▪ Collating information about the incident for proactive/reactive in Press Statements 	The CEO (or delegate) will liaise directly with the University of Warwick Press

		team and Local Authorities. No other staff should communicate directly with the media.
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Appendix: Business continuity checklist

	Action	Further details
1.	Evaluate the impact of the incident.	<ul style="list-style-type: none"> ▪ Which activities are disrupted? ▪ What is the impact over time if these activities do not continue? ▪ Would the impact be: <ul style="list-style-type: none"> o Manageable? o Disruptive? o Critical? ▪ What are current staffing levels? ▪ Are there any key milestones or critical activity deadlines approaching? ▪ What are the recovery time objectives? ▪ What resources are required to recover critical activities?
2.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies.	<p>Consider:</p> <ul style="list-style-type: none"> ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting ▪ Stakeholder engagement <p>Produce an action plan for this phase of response.</p>
3.	Secure resources to enable critical activities to continue/be recovered.	Consider requirements such as staffing, premises, equipment, ICT, welfare issues etc
4.	Deliver appropriate communication actions as required.	Ensure methods of communication and key messages are developed as appropriate to the needs of stakeholders e.g. Staff, Parents/Carers, Governors, Suppliers, EFA, Local Authority, etc

Appendix: Resumption and recovery checklist

	ACTION	FURTHER INFO/DETAILS
1.	Agree and plan the actions required to enable recovery and resumption of normal working practices	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 and Students,	Depending on the nature of the incident, the Recovery Management Team may need to consider the use of Counselling Services. These will be available through

	ACTION	FURTHER INFO/DETAILS
		Coventry City Council, Peninsular and existing counselling suppliers.
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.
4.	Carry out a 'debrief' of the incident with Staff/other stakeholders e.g. students, as necessary. Complete a report to document opportunities for improvement and any lessons identified.	The incident debrief report should be reviewed by all members of the Recovery Management Team to ensure key actions resulting from the incident are implemented within designated timescales. The Board/Governors may also have a role in monitoring progress in completing agreed actions to further develop the resilience of the academy.
5.	Review this policy in light of lessons learned from the incident and the response to it.	Implement recommendations for improvement and update this policy.