5.0 RECOVERY AND RESUMPTION

5.0 RECOVERY AND RESUMPTION PHASE

Purpose	
	■ To return to 'business as usual' as quickly as possible
	■ To ensure any non critical activities suspended as part of your business continuity response are recovered within appropriate timescales
	■ Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building on a longer term basis.

	REQUIREMENT	ACTION	ACTION DONE? (Check box accordingly)	BY WHO? (Insert details of responsible Officer)
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.	Continue to record all expenditure incurred as a result of the incident		☐	
3.	Respond to any ongoing and long term support needs of Staff and Pupils.	Depending on the nature of the incident, the schools Incident Management Team may need to consider the use of health services, for example counselling.	☐	
4.	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	Ensure all staff are aware that the Business Continuity Plan is no longer in effect.	☐	
5.	Carry out a 'debrief' of the incident with Staff and Suppliers/Partners if appropriate. Complete a post incident report to document opportunities for improvement and any lessons identified.	The incident de-brief report should be reviewed by all members of the Schools Incident Management Team to ensure that key actions resulting from the incident are implemented within designated timescales.	☐	
6.	Review this Business Continuity Plan in light of lessons learned from the incident and the consequent response to it	Implement recommendations for improvement and update this Plan.	☐	

TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF CRITICAL ICT SYSTEMS (INCLUDING TELEPHONY)	ADDITIONAL INFORMATION
1. Use of a secure external network, virtualised network or secure cloud that can be accessed via the internet to allow extra back up and protection for your files	
2. Manual workarounds: ensure there is a record of where pre-printed forms etc are stored and that there are procedure guides to inform their use where necessary	
3. Access systems via the internet outside of your network for secure, cloud based applications.	
4. Ensure that anyone who requires ICT to undertake critical activities has the Ability to work at home where possible and appropriate. Ensure that critical equipment is taken home where practical and possible and consider procuring mobile equipment for these users.	
5. Using different ways of working. This includes: changing work patterns, suspending 'non critical' activities to focus on your priorities and assist the recovery of critical systems in the first instance with a phased approach for all other ICT 'non critical' activities.	

TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF STAFF OR SKILLS	ADDITIONAL INFORMATION
1. Use of temporary staff (teaching/non teaching)	
2. Multi-skilling/cross training to ensure staff can undertake different roles and responsibilities.	
3. Using different ways of working to allow for a reduced workforce. This could include: Use of pre-prepared educational materials that allow for independent learning Team activities and sports to accommodate larger numbers of pupils at once Larger group sizes (subject to relevant ratios) Virtual learning environment opportunities	
4. Suspending 'non-critical' activities to focus on your priorities	
5. Using mutual support agreements with other schools to focus on your priorities	
6. Ensuring that the business continuity aspects of staff management are considered in all management arrangements, e.g. managing attendance, job descriptions, contractual requirements etc.	

TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF A KEY SUPPLIER, THIRD PARTY OR PARTNER AGENCY	ADDITIONAL INFORMATION
1. Pre-identified alternative suppliers	
2. Ensuring all external providers have a Business Continuity Plan in place and you understand the impact to their plan on the delivery of your critical activities in the event of an incident	
3. Insurance cover	
4. Using mutual support agreements with other providers	
5. Using alternative ways of working to mitigate the loss, e.g. suspending activities.	

4.2 BUSINESS CONTINUITY STRATEGIES

Purpose	■ To document alternative ways of working designed to maintain your critical activities in the event of a disruption ■ To ensure alternative ways of working have been agreed, tested and are fit for purpose
Circumstances when business continuity strategies may be activated	Whatever the cause of disruption, the impacts will generally be one or more of the below categories: ■ Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties, people leaving the organisation etc ■ Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption, third party supplier disruption etc ■ Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency where emergency service cordon would prevent access for a period of time, utilities failure etc. You may also require the activation of continuity arrangements in the event of an office move ■ Loss of a key resource such as an external supplier or partner vital to the delivery of a key activity

TACTICAL OPTIONS TO MITIGATE AGAINST A LOSS OF PREMISES

		ADDITIONAL INFORMATION
1.	Identification of alternative locations designated as the agreed 'work area recovery site'. This will consider transport requirements and accessibility for these identified premises. Available sites will be categorized according to the following: ■ **'cold' sites** - has no equipment/furniture/computer systems set up but can be re-fitted in the event it is needed. This obviously means it takes longer to make 'fit for purpose' following an incident. ■ **'warm' sites** - usually these sites will have hardware and connectivity already established though may take some time to be fit for purpose. ■ **'hot' sites** - is essentially a duplicate of the original site, with full computer systems as well as complete back-up of user data, but may not match the capacity of the original site.	
2.	An emergency 'grab bag' will be created that contains essential information and equipment needed for both incident management and business continuity, and should be stored in a secure place on and off site. The contents of the bag should be the responsibility of a named person and should be regularly checked and updated.	
4.	Virtual learning environment opportunities	
5.	Where possible the problem will be isolated and different sites or areas within the premises will be used	
6.	Off site activities e.g. physical activities, school trips	

4.1 BUSINESS CONTINUITY PHASE

Purpose

- To ensure that 'critical activities' are resumed as quickly as possible and/or continue to be delivered during the disruption
- To activate one or more of your business continuity strategies to enable alternative ways of working
- To make best use of potentially limited resources by suspending 'non critical' activities

	REQUIREMENT	ACTION	ACTION DONE? (Check box accordingly)	BY WHO? (Insert details of responsible Officer)
1.	Take time to understand and evaluate the impact of the incident on 'business as usual' activities by communicating with key stakeholders to gather information.	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.	Plan how critical activities will be maintained, utilising pre-identified or new business continuity strategies (see section 5.3 for your pre-identified strategies).	Consider: ■ Immediate and ongoing priorities ■ Communication strategies ■ Resource availability ■ Deployment of resources ■ Roles and responsibilities ■ Finance ■ Monitoring the situation ■ Reporting ■ Stakeholder engagement ■ Any welfare issues ■ Planning the recovery of non critical activities	☐	
3.	Identify any other stakeholders who may be required 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.	☐	
4.	Log all decisions and actions, including what you decide not to do and include your decision making rationale.		☐	
5.	Log all financial expenditure incurred as a result of the incident		☐	
6.	Deliver appropriate communication actions as required	Ensure methods of communication and messages are developed as appropriate to the needs of your key stakeholders e.g. Young people, Staff, Partners/Carers, Suppliers, Local Authority, Central Government Agencies etc.	☐	

#			
7.	Log all expenditure incurred as a result of the incident and seek advice/inform your Insurance Company	Record all costs incurred as a result of responding to the incident.	☐
8.	Consider your communications strategy to ensure staff and young people are kept informed about what is required of them. If the incident is taking place outside of normal working hours, staff may need to be contacted to advise of any alterations to normal working arrangements for the next day.	All staff member's emergency contact details should be held securely electronically as well as in a hard copy as part of your plan. Ensure parents/carers contact details are also available.	☐

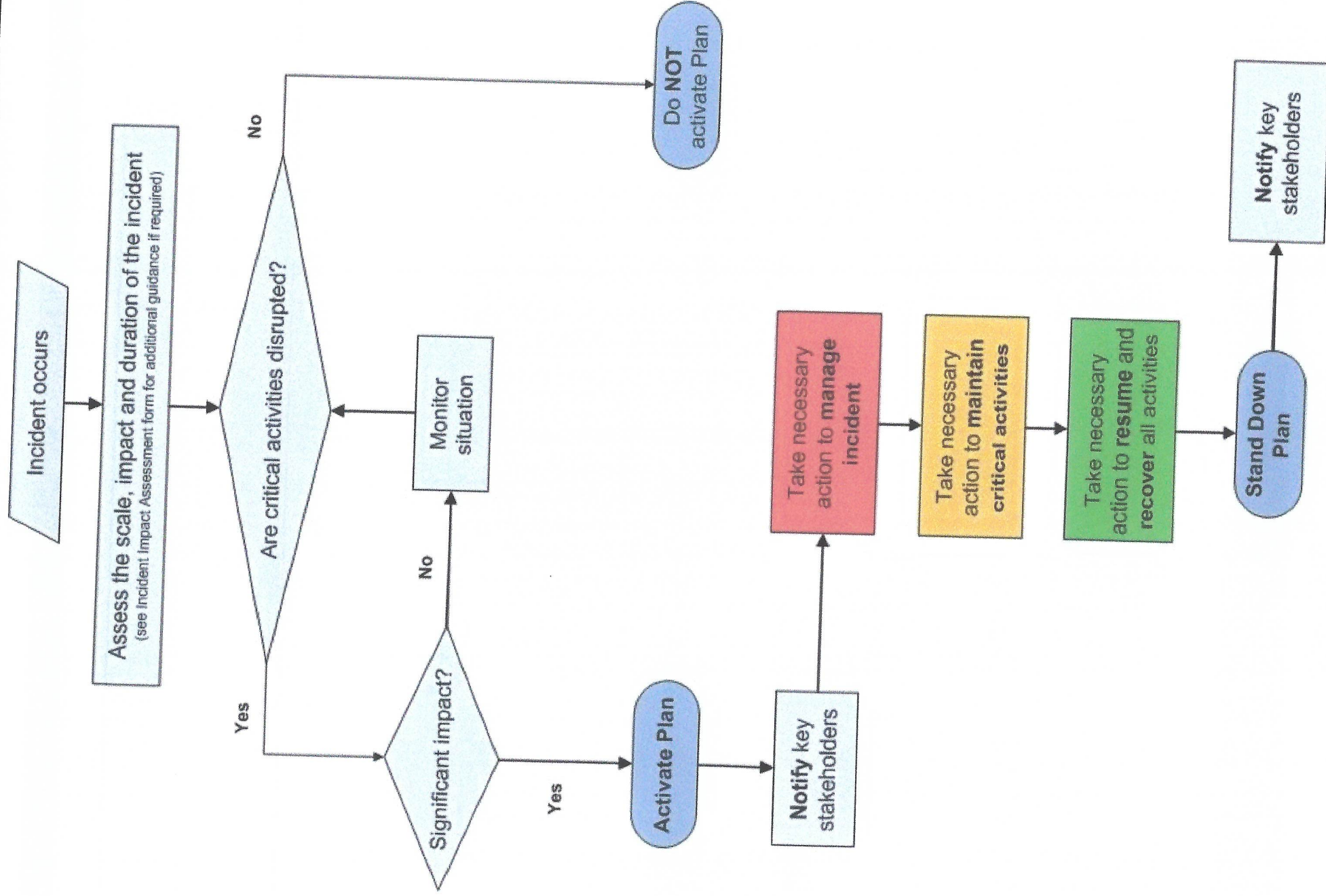| #			
9.	Ensure recording processes are in place for staff/young people leaving the site	Ensure the safety of staff and young people before they leave the site and identify suitable risk control measures as required.	☐

3.1 INCIDENT MANAGEMENT PHASE

Purpose
- Protect the safety and welfare of staff, visitors, young people and the public
- 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

If the disruption is not a 'no notice' emergency, section 4.0 will be of more relevance to you.

	REQUIREMENT	ACTION	ACTION DONE? (Check box accordingly)	BY WHO? (Insert details of responsible Officer)
1.	Make a *quick* initial assessment: ■ Survey the scene/situation ■ Assess the impact on young people and staff ■ Assess (i.e. scale/severity, duration & impact) ■ Disseminate information (to others) ■ Call the Emergency Services if needed ■ Evacuate the building if necessary	Gather and share information to facilitate decision-making and enhance the response.	☐	
2.	Nominate individuals to carry out Incident Management roles, as appropriate.		☐	
3.	Ensure a log of key decisions and actions is started and maintained throughout the incident		☐	
4.	Where appropriate, record names and details of any staff or pupils that 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 during or following the incident.	☐	
5.	Log details of all items lost by young people, staff, visitors etc as a result of the incident, if appropriate		☐	
6.	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 young people, staff and the wider community at all times. 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.	☐	

2.1 PLAN ACTIVATION PROCESS

Incident occurs

Assess the scale, impact and duration of the incident
(see Incident Impact Assessment form for additional guidance if required)

Are critical activities disrupted?

No → Do **NOT** activate Plan

Yes → Significant impact?

Monitor situation

Significant impact?

No → Monitor situation

Yes → Activate Plan

Activate Plan → **Notify** key stakeholders

Take necessary action to manage incident

Take necessary action to maintain critical activities

Take necessary action to resume and recover all activities

Stand Down Plan

Notify key stakeholders

1.0 PLAN PURPOSE AND SCOPE

Purpose	To provide a flexible framework to manage the response to any disruption or emergency[1], maintain critical activities and recover from the incident quickly and efficiently.
Plan Scope	Shropshire Adventures Academy
Links to other Plans and Procedures	Health and Safety Policy Fire Safety Plans Risk Assessment policy and Risk Assessments

2.0 PLAN ACTIVATION

Circumstances	This Plan will be activated to manage the response to any incident causing significant disruption to normal service delivery, particularly the delivery of key/time critical activities. Plan activation triggers may include:
	■ Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties, or people leaving the organisation.
	■ Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption or third party supplier disruption.
	■ Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency where emergency service cordon would prevent access for a period of time, utilities failure. You may also require the activation of continuity arrangements in the event of an office move.
	■ Loss of a key resource such as an external supplier or partner vital to the delivery of a key service or activity.

Authority for Plan Activation (other than the Plan Owner)	

Notification Procedures	**Who?**	**Why?** (note this is not an exhaustive list)
	Headteacher	Take the decision on whether the Business Continuity Plan should be activated and direct resources.
	Leadership	Responsible for strategic decisions in response to significant incidents
	Stakeholders/ Partners	If the incident is causing significant disruption, an appropriate message should be released to stakeholders/partners detailing: ● What is causing the disruption and the impact ● Action being taken to respond to the incident Estimated length of the disruption and return to business as usual.

[1] An event or situation which threatens serious damage to human welfare, the environment, or war or terrorism which threatens serious damage to the security of the UK. *Civil Contingencies Act 2004*

Business Continuity Plan

SHROPSHIRE ADVENTURES

COUNTRY TREKS EQUESTRIAN · COUNTRY TREKS ACADEMY · TOP ADVENTURES

PLAN DETAILS

PLAN DETAILS	
Date Written	May 24
Plan Owner	Daniel Eddies-Davies
Plan Writer	
Version Number	1
Review Schedule	Annually
Date of Plan Review	May 25

VERSION CONTROL

VERSION CONTROL		
Date	Change Details	Approver

CONTENTS

This template and associated guidance has been designed to complement and enhance existing Local Authority procedures and guidance, such as those covering Educational Visits and Health and Safety in Education Premises. It does not supersede those procedures or any existing arrangements for contacting key partners and the Emergency Services during a critical incident.

As a user of the Business Continuity Plan you must familiarise yourself with the whole document upon receipt of it, and wherever necessary, raise any queries immediately with the Plan Owner.