



Lord Lawson of
Beamish Academy

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LORD LAWSON OF BEAMISH ACADEMY

BUSINESS CONTINUITY PLAN

Originator: James Pedlingham

Revision: 001

Reviewed by Governing Body: June 2022

Date of next review: June 2024



1. Introduction

Business continuity management is a framework of internal procedures to ensure that Lord Lawson of Beamish Academy (the academy) is able to continue to provide services with the minimum of disruption in the event of a crisis or emergency. To address this, the academy has developed a Business Continuity Plan to provide stakeholders with a framework of procedures to enable them to return services to operational status in the shortest possible time.

To ensure business continuity management operates effectively throughout the academy, each service area will develop and implement a Business Continuity Plan using the agreed framework. The plans must have regard to both internal and external risks and will be designed to help build resilience and ensure the academy can respond to any crisis or disruption affecting activities such as:

- A situation affecting internal systems (e.g. loss of buildings, equipment, IT systems, technology failure, staff shortage).
- An external emergency as a consequence of a disaster (e.g. flooding, power failure, fire, terrorism)

2. Background

Background

Adopting the principles of Business Continuity Management will mean:

- Services remain resilient to a significant crisis or disruption to prevent, as far as reasonably practical, such events from interrupting the activities of the academy
- Adherence with requirements set out in legal and regulatory requirements i.e. SFVS and Civil Contingencies Act 2004
- The academy will proactively improve its resilience against disruption to its key activities

Relationship with Risk Management

Business Continuity Management is a key part of a Risk Management Strategy, which sets out the framework for managing strategic and operational risks associated with the provision of services.



All Business Continuity Management related activity should be coordinated through a suitable group or committee under the control of the Principal.

3. Policy Context

Policy Statement

Lord Lawson of Beamish Academy is committed to;

1. Securing business continuity to ensure that key services continue to function in the event of a crisis or disruption affecting their activities. The academy will ensure that key services are resilient to major or minor incidents, and will prevent such events from interrupting the provision of critical services to the community
2. Ensuring that Business Continuity Management is embedded within the culture of the academy and that all those connected with the delivery of services including partners and key suppliers are fully aware of their roles and responsibilities in ensuring business continuity
3. Regularly identify and assess the risks associated with the continuation of their activities and take appropriate action to prevent or minimise the impact of events that could affect the delivery of services, including services delivered in partnership with other agencies
4. Review the policy on a regular basis and also following any significant changes within the academy

Outcomes

The approach to Business Continuity Management will achieve the following outcomes:

- Reduced incidents occurring through greater awareness of areas of vulnerability and on-going risk-assessments
- Reduced disruption to critical services in the event of a significant crisis
- Clear standards in place for employees during a disruption
- A workforce that is aware of their roles and responsibilities during an emergency situation
- The embedding of Business Continuity Management within the working culture and joint working arrangements with partner agencies and key suppliers
- The academy's reputation is maintained and protected



4. Business Continuity Objectives

The academy will meet its commitment to secure business continuity of its key services through the following objectives of the Business Continuity Plan:

- To provide a contingency plan for the continuation of critical services in the event of any significant crisis or disruption including services delivered in partnership with other agencies or those dependent on key suppliers
- To ensure that employees have a clear framework of communication and delegation of powers to enable them to implement recovery of key services
- To provide a clear framework of internal procedures to enable employees to restart services and to return to operational status with minimum delay
- To ensure compliance with legal and regulatory requirements
- To ensure that all relevant employees are aware of their roles and responsibilities in business continuity management through the induction process and ongoing training

5. Business Continuity Plans and Business Impact Analysis

Business Continuity Plan

The Business Continuity Plan is a framework of internal procedures to ensure that the academy is able to continue to provide services with the minimum of disruption. It provides a framework for allocation, priority and management of resources and for regular testing and review of the Business Continuity Plan. The process will:

- Collate a Business Continuity Plan and assess interfaces and interdependencies
- Ensure ongoing development and maintenance of a Business Continuity Plan
- Ensure ongoing development and maintenance of a communications plan
- Ensure training on and validation of the Business Continuity Plan

Each service area will be considered and a Business Impact Analysis (BIA) undertaken to identify its most critical services and resources that support them. The purpose of the plan is to return the critical service to operational status as quickly and straightforwardly as possible in the event of a business disruption.



If invoked, the business continuity plan may require:

- Relocation of staff and students to alternative accommodation
- Redeployment of staff from non-essential duties to provide support to key activities. This may be from other areas as required.
- Restoration of IT systems from back-up data
- Provision of a temporary telephone communications network and;
- Purchase of supplies, equipment or services from alternative suppliers.

The plan will outline the specific resources that each critical activity will require to resume the minimum acceptable level of service in terms of:

- People
- Hardware, Software and Stationery
- Data
- Accommodation
- Supplies
- Communications
- Service Users
- Transportation
- Technical Equipment

The plan will contain realistic assumptions and will set out:

- Clear roles, responsibilities and reporting lines within the academy for Business Continuity management
- The critical services of the academy and its key areas of vulnerability
- Acceptable minimum standards to be maintained for critical services during an emergency
- Recovery time objectives for critical services
- Responsibilities of officers who have key tasks
- The sequence of actions to be undertaken to enable management to maintain minimum service standards
- Actions to be taken in order to restore the service, including services that are delivered in partnership with other agencies, to full and normal services, including full recovery time objectives
- Improvements to be undertaken, where practical, to reduce vulnerability and ensure safeguarding



- Clear procedures for communicating with staff, stakeholders, the public and the media in accordance with agreed frameworks

All such plans should be reviewed, updated and validated at regular intervals.

The academy recognises that a number of priority and vulnerable students and stakeholders are heavily dependent on uninterrupted service delivery. The Business Continuity Plan and individual BIA ensure that the needs of these students are taken into consideration.

6. Implementation - Roles and Responsibilities

The responsibility for the implementation of the policy is as follows:-

Governing Body and Academy Management Committee

The Governing Body are responsible for helping the academy set high standards by planning future targets and improvement, offering support and advice and holding the academy accountable to its stakeholders. All Governors therefore have a responsibility to understand the business continuity management issues that the academy face in delivering services in the event of a crisis or disruption.

The Governing Body is the body for the purposes of supporting and monitoring the academy's risk management and business continuity management arrangements. The Governing Body (and/or Committee) is to receive at least an annual update on the academy's risk management and business continuity management as to provide an opportunity for challenge and discussion. The Academy Management Committee will take responsibility for reviewing and updating the academy's risk management and business continuity management plans, making the Governing Body aware of any significant areas or changes.

Governing Body

The Governing Body's key tasks are:-

- Approving the Business Continuity Management Policy
- Monitoring business continuity management arrangements; reviewing an annual assessment of the effectiveness of the business continuity management framework



- Support the embedding, maintenance and development of risk management and business continuity planning
- Supporting management in the identification, assessment of key critical activities and the development of business continuity plans
- Provide a forum for consideration of all new and existing business continuity management-based issues
- Support the development, implementation and review of training, testing and exercising in relation to resilience arrangements

Principal and Business Manager

The Principal, supported by the Business Manager, is pivotal in the promotion and embedding of business continuity management by promoting a culture of risk management. This means that proactive business continuity management is practised throughout the academy and is both an integral part of normal activities and supports the sharing of best practice.

The Principal's and Business Manager's key tasks are:

- Recommending to the Governing Body the Business Continuity Management Policy and subsequent revisions
- Supporting and promoting business continuity management
- Reporting of information to the Governing Body as to enable Governors to fulfil their roles of reviewing and monitoring the effectiveness of risk management and business continuity management arrangements
- To identify the most critical key activities arising from the academy's activities and develop and maintain an ongoing programme for business continuity management. This includes the validating / testing of plans on a regular basis
- To take the lead role in ensuring that business continuity plans are invoked in the response to an incident. This includes any communications throughout the emergency with a variety of stakeholders including employees, students and their families, media and the general public via a range of appropriate methods

Leadership Teams

Members of the Senior Leadership Team under the coordination of the Principal must regularly consider reports on risk management and business continuity



management. This group is pivotal in the promotion and embedding of business continuity management within the academy.

All Other Members of Staff

All staff members need to understand their role in the business continuity management process and why they need to contribute to the development of

business continuity plans. They must anticipate, assess and manage risks that relate to their areas of responsibility by ensuring that their activities continue to function in the event of a crisis or disruption.

Their role is to:

- Understand how to identify and assess their key critical activities
- Contribute to the development of business continuity plans for their area of responsibility
- Understand their role in their service's business continuity plan to ensure the activities continue to function in the event of a crisis or disruption

7. Evidence of Compliance

Compliance will be evidenced by: -

- The existence and implementation of the Business Continuity Management Policy and Business Impact Analysis.
- Related policy statements and documented procedures
- Risk Management Policy
- Documented records of essential services, staff responsibilities, accommodation requirements, information, key contacts for all of the school's services
- Periodical reviews of the Business Continuity Plan including additional development for new acquisitions, new contracts and projects, and contract changes
- Publication of key information
- Testing and exercising of Business Continuity Plans



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8. Monitoring and Review

Developments in Business Continuity Management are an integral part of regular reporting on risk management to the Governing Body.

Management and the Governing Body will review the Business Continuity Management Policy on a regular basis and also following any significant changes within the organisation.

All Business Continuity Plans and procedures will be periodically reviewed and updated to ensure that they continue to meet the needs of the academy and are compliant with legal and regulatory requirements and are in accordance with best practice. They will also be reviewed whenever an exercise or incident highlights a need for improvement.



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	Business Manager / Cover Manager
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	Staff Training Business Manager SLT Members
3.	Using different ways of working to allow for reduced workforce, this may include: <ul style="list-style-type: none"> • Larger class sizes • Use of TAs & HLTAs, Student Teachers, Deputy Year Leaders, other support staff • Online Learning opportunities • Pre-prepared educational materials that allow for independent learning • Team activities and sports to accommodate larger numbers of pupils at once 	Principal SLT Members
4.	Suspending 'non critical' activities	Principal SLT Members
5.	Ensuring Staff management issues are considered i.e. managing attendance policies, job description flexibility and contractual requirements	Principal Business Manager SLT Members



	Arrangements to manage denial of access to premises or loss of utilities	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Closure	Principal Business Manager SLT Members Trustees/Governors
2.	Explore arrangements with other premises in the community i.e. Libraries, Leisure Centre,	Principal Business Manager SLT Members
3.	Virtual Learning Environment opportunities	Principal SLT Members
4.	Localising the incident e.g. isolating the problem and utilising different sites or areas within the academy	Principal Business Manager Site Manager
5.	Off-site activities e.g. swimming, physical activities, school trips	Principal SLT Members

	Arrangements to manage loss of technology / telephony / data / power	Further Information (e.g. Key contacts, details of arrangements, checklists)
1.	Backups of key academy data	ICT Network Manager Business Manager
2.	Reverting to paper-based systems	ICT Network Manager Business Manager
3.	Flexible lesson plans	Principal SLT Members
4.	Emergency generator e.g. Uninterruptible Power Supply (UPS)	Site Manager Business Manager EQUANS
5.	Emergency lighting	Site Manager Business Manager EQUANS



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6.	Loss of telephony – Academy mobile numbers published on social media and website. Text to parents	Business Manager
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CONTACT LIST

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